



OHIO
UNIVERSITY

Board of Trustees

O h i o U n i v e r s i t y

Athens, Ohio

Minutes

October 16, 2015

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ROLL CALL

Chair Sandra J. Anderson called the meeting to order at 10:08am. Present: Chair Sandra J. Anderson, Vice Chair David Wolfort, Trustees Janetta King, Kevin B. Lake, Dave Scholl, Janelle Simmons, Cary Cooper, and Peggy Viehweger.

Also Present: Alumni Representative Julie Mann Keppner; Student Trustees Sharmaine Wilcox and Patrick Roden; President Roderick J. McDavis; and Board Secretary David R. Moore

APPROVAL OF AGENDA

Chair Anderson asked for a motion to approve the agenda. Trustee Wolfort moved; Trustee Scholl seconded; the motion carried.

APPROVAL OF MINUTES

Chair Anderson asked for a motion to approve the minutes. Trustee King moved, Trustee Viehweger seconded; the motion carried.

REPORTS

Report from the Chair

Chair Anderson read a statement of standards of conduct for public meetings. Chair Anderson reported on the Faculty Senate meeting on October 5, 2015 that she and Vice Chair Wolfort attended. Chair Anderson thanked Chair of the Faculty Senate, Beth Quitslund, and Faculty representatives David Thomas and Joe McLaughlin. Chair Anderson reviewed the previous day's activities, which included a walking tour of the Park Place Corridor as part of learning more about the Campus Master Plan. Chair Anderson thanked University Planner and Director of University Planning & Space Management Shawna Bolin, and Senior Associate Vice President for Information Technologies and Administrative Services Joseph Lalley for guiding the tour.

Chair Anderson reported that half of the Trustees had the opportunity to visit the Office of Global Affairs and the other half had the opportunity to visit with the Heritage College of Osteopathic Medicine on Thursday. Chair Anderson also reported that the the Trustees had dinner with many of the Margaret Boyd Scholars on Thursday evening. She indicated that they were remarkable young women and thanked them for the opportunity to interact with them.

Report from the President

President McDavis reported on Vision, Values & Priorities, OHIO for Ohio, Inaugural Fall Commencement, Community College Partnerships, Honorary Doctoral Degree Conferral, Celebrating 25 years of the Americans with Disability Act, Homecoming 2015, The Promise Lives Capital Campaign Celebration, Continued Fundraising Efforts, Points of Pride, and introduced the University Spotlight.

President McDavis outlined the University's core values and stated that he and the Board are mindful of their accountability to the public trust.

President McDavis announced the newly established fall commencement for all students who finish in the summer or fall semesters. The university expects to have 800 graduates on December 12, 2015.

President McDavis reviewed new Community College Partnerships at the Dublin Integrated Education Center.

President McDavis reported that on September 23rd, Ohio University conferred an Honorary Doctoral Degree on Brigadier General James M. Abraham. This award recognized Brig. Gen. Abraham's distinguished service to the United States and his unwavering commitment to future generations of military, intellectual and societal leaders. Brig. Gen. Abraham is a two-time graduate of the Russ College of Engineering and Technology and a distinguished veteran of the United States Army. His contributions to OHIO include overseeing the continuation of OHIO's ROTC program, the creation of Ohio University's radio station, WOUB, and the establishment of an endowed scholarship that supports 11 students at Ohio University.

President McDavis reported that the Presidential Advisory Council on Disability and Accessibility Planning and the City Commission on Disabilities coordinated a month-long celebration of the 25th anniversary of the Americans with Disabilities Act.

President McDavis reported that Ohio University's annual Homecoming celebration took place October 5-10. This year's Homecoming theme, "Same Bricks, Different Stories" celebrated the bricks that bond OHIO alumni through the ages. Clarence Page was named Ohio University's 2015 Alumnus of the Year.

President McDavis reported that on September 11th, Ohio University celebrated the successful completion of The Promise Lives Capital Campaign. The campaign raised \$500,142,968.93 thanks to support from more than 76,000 donors. The Campaign Celebration Gala featured remarks by University leadership, members of the Campaign Steering Committee and scholarship recipients. The gala also launched Ohio University's premier lifetime giving society, the Cutler Herrold Society.

President McDavis reported that Ohio University launched the African American Male Initiative, which aims to improve matriculation and graduation rates of our African American male students. He recognized Dr. Jamie Patton for his work on this effort.

President McDavis shared another point of pride; in response to resolutions from our Student Senate and Graduate Student Senate, Ohio University adopted a new "Student Names" policy, which allows a student to select a name and/or gender pronoun for self-identification.

President McDavis mentioned that student and faculty researchers received grants from the National Science Foundation. Recipients included: student Catherine Early, Dr. David Drabold, Distinguished Professor of Physics, and Dr. Gang Chen. Additionally, President McDavis reported that Dr. Paul C. Jones was named OHIO's Samuel and Susan Crowl Professor in English Literature and Dr. Kenneth Holroyd, Distinguished Professor of Psychology, received the 2015 Lifetime Achievement Award from the American Headache Society.

President McDavis reported that Ohio University had 160 employees honored for service milestones at the Classified Service Awards Ceremony. He stated that approximately thirty employees have worked at Ohio University for over 30 years, demonstrating the dedication and loyalty of the university's employees.

He also noted that TechGROWTH Ohio, a program of the Voinovich School of Leadership and Public Affairs, received the 2015 Ohio Financing Roundtable Excellence Award from the Council of Development Financing Agencies.

President McDavis announced that Outstanding Federal Government Alumni Award was presented to Richard E. May, current staff director of the U.S. House

Budget Committee, during Ohio University's 4th annual Federal Government Alumni Luncheon.

President McDavis reported that Ohio University held its first Faculty Newsmakers Gala, which celebrated faculty whose media presence is elevating OHIO's reputation for excellence in education. The top award recipient was Jim Kahler, Executive Director of the Center of Sports Administration, with 364 placements in articles about him and his work. The top ten faculty were celebrated.

He reported that the Association of Public and Land-grant Universities (APLU) named Ohio University one of six finalists for its third annual Innovation & Economic Prosperity University Awards in the "Place" and "Connections" categories.

President McDavis noted that Ohio University was named the 18th fastest growing college in the United States by the Chronicle of Higher Education.

President McDavis introduced the University Spotlight and asked Jennifer Bowie, Executive Director of Development for Advancement Communication and Marketing, and Hailee Tavoian, Coordinator for Advancement Communication and Marketing, to describe the Spotlight. Ms. Bowie described how the video of Yaphet Jackman's "We'll Find No Days" was designed, developed, and produced by the creative team which included Ms. Tavoian, Jarrett Lehman, Videographer and Video Editor, and Poet and Cinematographer Yaphet Jackman. The video was premiered at the Promise Lives Campaign Gala. The video was played for the Trustees. Mr. Jackman and Mr. Lehman joined the panel and answered questions about their work. Chair Anderson asked them to share information on their backgrounds and studies. Mr. Jackman described the direction he received for the project; he described his own story through the work. Trustees asked details about the project and said how powerful the piece was.

Chair Anderson invited Trustees to describe their visit to the campus. Trustee Viehweger recognized the Margaret Boyd Scholars and the interaction the Board had with them. She also spoke of their visit with the Office of Global Affairs and International Studies. Trustee King emphasized that the opportunity to meet with offices and colleges of the university helps to facilitate the work of the Board. Trustee Wolfort thanked the Shawna Bolin and Joseph Lalley for guiding the Board in a tour of campus. Trustee Scholl recognized the opportunity to engage

with students which has helped the Board understand their experiences and aspirations.

COMMITTEE REPORTS

Joint Academics and Resources Committee

Chair Anderson reviewed and summarized the following discussion of the Joint Committee. The main topics discussed included the Governor's Task Force Update, Senate Challenge – 5% Plan, Academic Quality Improvement Program (AQIP) Accreditation Review & Update, Central Bank / Century Bond Update, Campus Climate Survey Update, as well as the tour of the Park Place Corridor Tour (taken by the Trustees on October 15, 2015) as part of the Campus Master Plan (CMP) process.

Campus Master Plan

With respect to the CMP the committee discussed the next steps in moving the master plan ahead including the priority of projects and the timing of decisions that need to be made; campus conversations are ongoing and forums will continue to be held this fall to help the Board determine the most appropriate direction for the CMP. The Board will receive updates in January, with voting on the CMP tentatively set for March Board meeting.

Trustee Viehweger asked if a similar CMP was in place for the development agreement between Ohio University's Dublin campus and the City of Dublin; the response was that any development recommendations for Dublin would come out of the Campus Master Plan, and would then have to be adopted by the City of Dublin prior to implementation. President McDavis added that on Monday, October 19, 2015, President's Council will be meeting to discuss the strategic plan, specifically regarding statewide planning through OHIO for Ohio, and how to incorporate the sites (Beavercreek, Dublin, Cleveland) that have been acquired in the period since the Campus Master Plan development began.

Vice Chair Wolfort asked if the state of Ohio understood the university's mission at regional campuses. Changes in the State Share of Instruction (SSI) dictate that distribution of funds should correlate with graduation rates, to some degree, at centers of higher education. This is a concern because of the importance of our regional campuses and OHIO's mission to expand accessibility and affordability. Regional campuses have expressed concern about performance-based funding, as their primary purpose in education is different from that of main campus, and that Ohio University is engaged in

talks with government officials about how best to fund regional campuses given their importance and contribution to overall graduation rates at Ohio University.

Executive Vice-President and Provost (EVPP) Pam Benoit stated that there is active discussion in state government about the roles regional campuses and community colleges in higher education.

Chair Anderson recognized university government representatives Gabby Bacha, Student Senate President, Jared Ohnsman, Vice President of Student Senate, Beth Quitslund, Faculty Senate Chair, and Cathy Waller, Chair of Administrative Senate, who attended the Joint Committee meeting.

The Governor's Task Force on Affordability and Efficiency

The Governor's Task Force on Affordability and Efficiency in Higher Education recently issued a report that focused on three needs: the need to be more efficient, the need to offer education on an equal of higher quality basis, and the need to decrease costs for students. The ten recommendations that came from the report included: developing savings that reduce the cost of education to students; expense reduction; procurement focused on group-buying across institutions; assessment of non-core assets to determine whether to sell, lease or repurpose; administrative cost reform); textbook affordability time to degree; evaluating duplicative programs for possible consolidation and streamlining; and advisory joint oversight boards for co-located university branches.

The Board had a robust discussion about Ohio University's response. The Board had a number of questions about the task force's goal. For example, Trustee Scholl asked if the Task Force's ultimate goal is to publish the results that show each institution's overall easing of student debt burden. The Board agreed that reducing student debt was an important goal.

Simultaneous to the Governor's Task Force, Ohio University had formed its own task force over the summer, which has since met nine times. This was done to expedite the process of collecting data and metrics related to affordability and efficiency. The University was ready to respond to the Governor's Task Force. OHIO has so far focused on the issues of joint purchasing, time to degree, low enrollment course, and revenue

enhancement strategies. The OHIO task force has agreed to focus on four of the ten categories outlined by the Governor's task force: affordability, quality of student experience, implementation, and financial impact & sustainability.

Trustee Goodman pointed out that one of the goals that EVPP Benoit had relayed sounded very familiar to him, so he looked up the "Imagining the Future" state government task force that had been launched in 1992. He read aloud the directives from that task force, and noted that many of the goals were almost identical to the goals of the current Ohio Task Force on Affordability and Efficiency in Higher Education. Trustee Goodman stated that twenty-three years later we are still having the same conversation. VPFA Golding noted that the State is now putting the onus on the board to implement change and report on success.

The Board of Trustees will receive a full review of the findings in July 1, 2016 will present five-year goals to reduce costs and then reports will be made to the state on progress towards those goals annually. The Board will receive updates on progress in future Board meetings. Ohio University is committed to affordability and accessibility.

Five Percent Senate Challenge Plan on college affordability.

The Board received an update on the Five Percent Senate Challenge Plan on college affordability. Ohio University has received guidance from many areas on increasing affordability. The total yearly cost of attendance at OHIO is currently \$24,472; with average financial aid, the cost was closer to \$20,141. The five percent challenge comes out to a goal of \$1000 in annual savings per student. Various student cost reduction options that were evaluated included: offering tuition discounts; reducing cost of textbooks; offering a fixed rate of instructional and general fee above a full-course load (OHIO offers this at 12.5 credit hours, while other Ohio universities don't offer a fixed rate until 15 credit hours are reached.); and offering a fast-track degree completion program. It was noted that although forty-six percent of Ohio University programs have three-year degree program options, less than two percent of the students choose the accelerated format. Trustees inquired into why the percentage choosing that option was so low; what would students be sacrificing if they chose a three-year program, and if there were institutional barriers such as how often courses are offered to choosing the

three-year option? It was speculated that students who choose to attend residential campuses may opt not to graduate early because they want the four-year college experience and that many students are exploring and need time to do so.

The language of the requirement dictates that students have the opportunity to save five percent through various pathways. Ohio University is investigating effective ways to ensure that students know all of the various debt-reducing academic options available to them at Ohio University. It was pointed out that Ohio University has seen record enrollment in recent years, and that if the cost point was too high, students might choose not to attend.

AQIP activities 2015-2016

The university's preparation for the upcoming Higher Learning Commission's Academic Quality Improvement Program (AQIP) accreditation visit (November 2-4, 2015), including planning surrounding the federal compliance review, multi-campus visits, interviews and meetings, and visit preparation teams was discussed. AQIP is interested in talking to the Board of Trustees regarding Criteria 2C, which states that "the governing board of the institution is sufficiently autonomous to make decisions in the best interest of the institution and to assure its integrity."

Central Bank/Century Bond Update

The Central Bank and Century Bond structures were reviewed. The progress made developing and implementing the Century Bond Bank model that capitalizes Ohio University's Deferred Maintenance Strategy was discussed. Approximately, ten million dollars each year is made available through the Century Bond to address deferred maintenance. The reporting template that will provide future reports was reviewed.

Modern Think 2014 Great College Survey

The Modern Think survey evaluated workplace satisfaction of employees. A task force was formed to find ways to implement improvements in workplace satisfaction; it focused on the following areas: university-wide internal communication structure, professional development and department leadership, senior leadership/strategic direction and work environment/work-life balance. The task force is focusing first on "high potential" items that will show results in a matter of months including: increasing employee

recognition, use of university-wide internal newsletter, and rebuilding the Faculty/Staff front page with an audience focus. The task force was chosen by attempting to find good cross-university representation and included individuals who were in a position to help implement the recommendations, and who could advise on what could be reasonably implemented. The Board can expect additional surveys in future.

Chair Anderson concluded her report and indicated that there were no action items from the Joint Committee Meeting.

Resource Committee

Trustee King reviewed and summarized the following discussion of the Resource Committee.

5% challenge resolution

Trustee King added a resolution of response to the 5% Challenge, as required, on how the Board is going to move forward as an agenda item. The resolution was not in the material because the clarification of the expectations of the 5% Challenge had only recently been received. Paper copies of the resolution were distributed to the Board that stated the Board endorses the University's recommendations. Trustee King read the resolution. Chair Anderson called for a vote. Trustee King moved to approve the resolution; Trustee Scholl seconded; the motion passed.

RESOLUTION TO ADOPT PLAN FOR REDUCING COST OF ATTENDANCE FOR IN-STATE UNDERGRADUATE STUDENTS

RESOLUTION 2015 -- 3508

WHEREAS, the University is committed to ensuring that the cost of attendance for its students remains competitive and affordable;

WHEREAS, legislation recently enacted in Ohio (Am. Sub. H. B. No. 64, § 369.600) requires the governing boards of all public universities to develop and implement plans to provide in-state undergraduates the opportunity to reduce their cost of earning a degree by five percent ("5% Senate Challenge Plan");

WHEREAS, the legislation also requires public universities to submit such plans to the Chancellor of the Department of Higher Education, on forms prescribed by the Chancellor;

WHEREAS, the University has prepared its 5% Senate Challenge Plan, which reflects both pre-existing programs to enhance affordability and new initiatives.

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees hereby approves the University's submission of a 5% Senate Challenge Plan, consistent with the attached form, and directs University administration to implement such Plan.

BE IT FURTHER RESOLVED, that the Board of Trustees hereby authorizes the President and his designees to make appropriate adjustments to the University's 5% Senate Challenge Plan that are consistent with prudent financial management and the requirements of Ohio law.



Interoffice Communication

Date: October 12, 2015

To: The President and Board of Trustees

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

Re: Cost of Attendance

Attached is the University's official response to House Bill 64 Section 369:600 (The 5% Senate Challenge). As required by statute we are submitting our response to the Chancellor's Office in the prescribed format on or before October 15, 2015, but the Chancellor has agreed that our submission will be provisional until after we receive Board approval.

Discussions with the Chancellor's office determined that we were not required to respond in every category and we were encouraged to be OHIO specific in our

responses. In order to facilitate this process, the Provost and I assigned individual sections to the appropriate university offices, asking them to develop narratives and projected cost savings for their respective categories. We then worked with Craig Cornell to develop a uniform approach to presenting our information to insure consistency in our methodology and numbers. We have reviewed this information with the appropriate university officials, and as you will see OHIO University meets and exceeds the 5% Senate Challenge both in terms of historical programs we have put in place as well as with new initiatives that we have in the pipeline. Because many of these programs are inflation sensitive, we believe students who matriculate to OHIO in the coming years will benefit from them as well.

As you will see from the attached form, we calculated a student's total cost of attendance based on a breakdown of the average tuition, fees, room and board, textbooks, etc., for a full-time student, living on campus. OHIO's total cost of attendance based on this calculation was determined to be \$24,472 and five percent of this number is \$1,224. As you know this sticker price is not what the average OHIO student pays and we therefore had to adjust this number by our average financial aid award which is \$4,331. This means that our true cost of attendance on average is \$20,141 and five percent of that number would be \$1,007. Based on this calculation, we then analyzed all existing options available to facilitate a student reducing their cost of attendance and those that we have been planning and are currently in the pipeline to see if we would meet the requirements laid out in the 5% Senate Challenge.

As noted on the attached form, there are a number of initiatives that are directly related to the OHIO Guarantee and the student centered opportunities that we built into the program including starting in the summer at a lower price to computing the savings a student receives based on capping Room & Board fees at two years rather than the traditional four year pricing model. We recognized that most of a majority of our full time students take 15 credit hours, but our pricing model only charges them for 12.5 credit hours which represents additional savings for our students. We also calculated the value of College Credit Plus for a number of our students as well as the 43% of our students who graduate from one of our 3-year degree programs. And finally, we took into account the board's decision to not increase tuition over the past three years to the limit they were allowed by statute which also represents further savings which will compound over time.

In addition to these programs that currently exist, we also accounted for the value of new programs that will benefit future students. Here we have identified the \$75 million Financial Aid Endowment Campaign; our efforts to reduce the cost of instructional materials including textbooks; and our regional and Community College OHIO Guarantee initiative that will permit students to pay a significantly lower tuition than what they might otherwise have been required to pay. And while OHIO has almost six thousand eLearning students who receive a significant discount in their cost of attendance, we have not included them here because they do not fit the definition of a fulltime student for the purposes of this calculation. While not included, we would not want to leave the impression that we do not see eLearning as a future initiative to help manage student costs and we will be discussing several approaches with you at a future meeting.

As you can see, OHIO has invested in a number of existing and future programs that are designed to offer our students a more cost effective and affordable education. While we recognize that not every student can avail themselves of every option, we feel it is important that they understand that these options exist. It is also important to understand that on average these options after adjusting for financial aid represents a per student value of \$3,332 or a total institutional value in excess of \$46,500,000 or 18% of the University's net tuition. We believe these programs and initiatives offer valuable pathways to helping current students manage their costs and will be even more valuable in the future as our new initiatives come online. We look forward to discussing these initiatives in greater detail during the board meeting Thursday morning.

Name of Institution: OHIO University

Legislative Requirements

House Bill 64 Section 369.600 requires the board of trustees of each state institution of higher education to develop and implement a plan to provide all in-state, undergraduate students the opportunity to reduce the student cost of earning a degree by five per cent.

Plans are due to the Chancellor by **October 15, 2015**.

This template is intended to provide guidance for institutions' reports to the chancellor, based on the legislation – please modify and add additional detail as necessary.

Total Cost of Attendance at Institution

Please provide a breakdown of average tuition, fees, room, board, textbooks, etc., for a full-time student, living on campus. (Add explanation as necessary)

Type of Cost	Average Cost (Dollar Amount)	5% Cost Computation
OHIO Guarantee Cohort 2015 Direct billable fees w/avg aid		
Tuition and Fees	\$11,548	
Books and Supplies	990	
Room	6,370	
Board	5,564	
Gross Cost	\$24,472	\$1,224
Avg Aid* (includes avg of all federal, state and institutional grants and scholarships for all full-time, resident students in the freshman class at Athens whether received aid or not; \$217)	(4,331)	
Net Total:	\$20,141	\$1,007

Outline Options for reducing student costs:

- (1) **Reducing the credit hours required to complete an associate or baccalaureate degree offered by the institution**

Option offered by the institution	Cost savings to student (Dollar Amount)	Percentage of total cost of attendance
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N/A	N/A	
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(2) **Offering a tuition discount or rebate to any student that completes a full load of coursework, as determined by the board of trustees.** ("Tuition" means the instructional and general fees charged by a state institution of higher education.)

Option offered by the institution	Cost savings to student (Dollar Amount)	Percentage of total cost of attendance
N/A	N/A	

(3) **Offering a tuition discount or rebate or reduced tuition option to students enrolling in a summer semester or quarter** ("Tuition" means the instructional and general fees charged by a state institution of higher education.)

Option offered by the institution	Cost savings to student (Dollar Amount)	Percentage of total cost of attendance
OHIO Guarantee freshmen enrolled in summer session prior to cohort at prior cohort rate discount for freshmen subset	\$65.36	

(4) **Offering online courses or degrees**

Option offered by the institution	Cost savings to student (Dollar Amount)	Percentage of total cost of attendance
See footnote		

(5) **Reducing the cost of textbooks using cost-saving measures identified and implemented by the board of trustees**

Option offered by the institution	Cost savings to student (Dollar Amount)	Percentage of total cost of attendance
Savings strategy on costs of textbooks and course materials – available to all	\$148.50	

(6) Incorporation of remediation in the coursework and curriculum of credit-bearing courses

Option offered by the institution	Cost savings to student (Dollar Amount)	Percentage of total cost of attendance
N/A	N/A	

(7) Offering a fixed rate of instructional and general fees for any additional credits taken by students above a full course load, as determined by the board of trustees

Option offered by the institution	Cost savings to student (Dollar Amount)	Percentage of total cost of attendance
Fixed rate savings for taking 12.5-20 credit hours – available to all	\$227	

(8) Offering fast-track degree completion programs

Option offered by the institution	Cost savings to student (Dollar Amount)	Percentage of total cost of attendance
3-year degree pathways – proportionate savings calculated based on degree cost savings for % of degrees awarded in 3-yr pathway programs conservatively figured on 3.6% of resident enrollment which is double today’s 1.8% representing those graduating in 3 years	\$2,093.35	

(9) Eliminating, reducing or freezing auxiliary fees ("Auxiliary fees" mean charges assessed by a state institution of higher education to a student for various educational expenses including, but not limited to, course-related fees, laboratory fees, books and supplies, room and board, transportation, enrollment application fees, and other miscellaneous charges. "Auxiliary fees" do not include instructional or general fees uniformly assessed to all students.)

Option offered by the institution	Cost savings to student (Dollar Amount)	Percentage of total cost of attendance
OHIO Guarantee includes room and board at same value for sophomore year	\$79.56	

(10) Increased participation in the college credit plus program

Option offered by the institution	Cost savings to student (Dollar Amount)	Percentage of total cost of attendance
College Credit Plus – valued the credits based on avg of current freshmen class experience and estimated ¼ as savings since option only exists during first year	\$200.93	

(11) Offering programs to reduce or eliminate the need for remediation coursework

Option offered by the institution	Cost savings to student (Dollar Amount)	Percentage of total cost of attendance
N/A		

(12) Other options offered by the institution (any other option that does not fall into the categories above can be captured here or on additional pages)

Option offered by the institution	Cost savings to student (Dollar Amount)	Percentage of total cost of attendance
Community College & Regional Campuses OHIO Guarantee	\$117.25	
\$75M Scholarship Endowment	\$213.72	

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Options offered in previous academic years:

Please be sure to quantify savings as they roll forward into the current academic year. *(For instance, a tuition freeze last year would result in \$X and Y% cost avoidance to students in this academic year).* Add additional fields and details as necessary.

(13) Academic Year 2013-2014

Option offered by the institution	Cost savings to student (Dollar Amount)	Percentage of total cost of attendance
Reduced Tuition Increase to 1.6% - 2% cap	\$40	

(14) Academic Year 2014-2015

Option offered by the institution	Cost savings to student (Dollar Amount)	Percentage of total cost of attendance
(a) Reduced Tuition Increase to 1.5% - 2% cap	\$52	
(b) Guarantee Cohort Increase of 5.1% - 6% cap	\$95	

Total Possible Cost Savings for Students – Please add the previous columns and capture total possible student cost savings here.

Cost savings to student (Dollar Amount)	Percentage of total cost of attendance

\$3,332.67	16.5%
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Additional Explanation – Options for Reducing Student Costs

(3) Through the OHIO Guarantee, students who begin their academic year the summer before their freshman fall term will receive the benefit of lower costs for summer tuition for that term. Students will pay the previous year's costs before being moved to the new Fall cohort of students upon matriculation in fall semester. This is a benefit eligible to all students and will save them an estimated \$65.36 for that term.

(4) Ohio University's eCampus offers 7 undergraduate degree completion programs enrolling roughly 6,057 students. ECAM courses are offered at a substantial tuition discount of just \$240 per credit hour. This amounts to \$200 savings per credit hour. Our online students take an average of 8 credits per semester, so this comes to a savings of close to \$20M annually.

(5) Ohio University is implementing a multipronged strategy for reducing the cost of course materials. As part of this strategy, we will:

- Support faculty integration of licensed library materials and assertive fair use of copyrighted works in place of textbooks;
- Incentivize faculty adoption of open source educational materials and licensed electronic resources within existing library holdings, particularly for large enrollment courses;
- Promote course redesign that incorporates creative commons licensed faculty- and student- generated content;
- Negotiate direct with publishers for reduced etext rates with publisher-independent content platform to manage delivery; and
- Explore vendor partnerships that ensure on demand delivery of textbooks to students at competitive prices

We anticipate a growing cost savings over time as adoption rates increase for one or more of these strategies. We project a savings for students of 15% for students, or just over \$2M.

(7) OHIO offers a comprehensive tuition rate for students whereby students pay one rate which covers 12-20 credit hours of enrollment. Statistics for the past two academic years show that over 90% of OHIO's full-time students take more than 12 credit hours each term. Students can reduce the cost of their degree by approximately \$227 per academic year by taking advantage of the

comprehensive tuition structure and enrolling in more than 12 credit hours each semester.

(8) A three-year degree option can significantly shorten the time a student stays in college, allowing the student to graduate early while saving as much as a year's worth of tuition, fees, room and board, and other educational expenses, not including the opportunity cost of an additional year out of the labor market.

For students who do not complete college in three years, a three-year degree option can still shorten their overall time to degree by creating additional space to pursue a double major, study abroad, or include internships or other high impact experiential learning in their program to improve success in the labor market or graduate school.

OHIO University responded to the 2012-2013 state budget bill by creating 120 three-year degree options (out of approximately 220 degree programs) by the summer of 2014.

Over the prior three academic years (AY 2012-2013 through AY 2014-2015), approximately 46% of all degrees were awarded to students in programs where three-year degree pathways are available. The last three student cohorts that started before three-year pathways were articulated (2010, 2011, and 2012) have completed at an average three-year graduation rate of 1.8% (see Table 1). We anticipate more students will take advantage of the opportunity to complete three-year pathways since they were fully phased in by summer 2014.

Many three-year plans include options for summer courses, AP credit, College Credit Plus credits, etc. Not all three-year degrees or students will require summers courses. Based on the recommended summer credits in the proportion of degrees awarded in each three-year plan, the conservative estimate below assumes tuition for 17 credits of summer courses rather than assuming AP credits, College Credits Plus credits, PLA, etc. It is likely that more and more students will bring credits from College Credit Plus with them in the coming years, further increasing savings. Below is a sample savings for an individual student on the three-year plan:

	3-year plan	4-year plan
Year 1 full cost of attendance	24,472	24,472
Year 2 full cost of attendance	24,472	24,472
Year 3 full cost of attendance*	24,472	24,472
Year 4 full cost of attendance*	0	24,472
Summer tuition and books (17 credits)**	6269	
TOTAL	79,685	97,888
Savings	18,203	
Percent savings	18.60%	

*assumes cost of off campus apartment/food/transportation similar to room and board

**assumes Athens tuition for single summer, no aid, no room/board; regional or online cost could be lower

(9) Through the OHIO Guarantee, the schedule of costs for both housing and dining auxiliary fees do not change for students in the cohort. Therefore, for every student in the freshman class, there will be no change in costs from the previous year for the same room and board choice. This will save the student approximately \$239 in auxiliary fees each year for three years, or an overall average of \$79.56 per year.

(10) At Ohio University 35% of our freshmen students start with college credits already. College Credit Plus high school seniors through Ohio University are taking an average of 18 credits per year. This equates to a savings of \$8,582 per student over the course of their college career at OHIO's current tuition rates, which averaged out per year for the entire freshman population equates to a savings of \$200.93 per student.

(12a) Through the OHIO Guarantee, students are able to lock into the current Guarantee rate even though they have not started their post-secondary education with us. Starting in Fall 2015, students who begin their academic career at one of our Regional Higher Education campuses, or come from one of our 20 community college partnerships across Ohio and have established a STEP (Strategic Transfer Education Plan) with us, will be locked into the current rate as the OHIO freshmen who started this Fall. This means, even if a student transfers to OHIO two years later, he/she will be charged the costs that were

established two year's prior with that entering freshman cohort group. This has the potential to impact 863 students annually, saving \$188.56 on average for all students.

(12b) For the new student's starting in Fall 2015, approximately \$1,000,000 of new institutional financial aid was awarded beyond the Fall 2014 class. As a result of the OHIO matching program, it is expected that an additional \$75 million dollars in financial aid will be available to OHIO students and proceeds from these endowed programs will be used to fund this new scholarship over the remaining 3 years for these students for a total of \$3,000,000 new dollars beyond our current financial aid leveraging strategy.

(13) For the 2013-2014 academic year, OHIO raised tuition by 1.6% on a state cap of 2%. This provided an immediate \$40 savings for all students during that year and set the base for all future students cost increases \$40 less than was allowed. This was a revenue loss for the institution to the benefit of affordability for students.

(14a) For the 2014-2015 academic year, OHIO raised tuition by 1.5% on a state cap of 2%. This provided an immediate \$52 savings for all students during that year and set the base for all future students cost increases \$52 less than was allowed. This was a revenue loss for the institution to the benefit of affordability for students.

(14b) State legislation established the opportunity for institutions of higher education to develop four year cost structures effective the 2015-16t academic year. This legislation also established the parameters, by which, an institution may charge at the maximum for each entering cohort. For fall 2015, the maximum one time increase for the cohort's entire four year program was 6%. OHIO, being the first to public institution to adopt a guaranteed pricing model, chose to only raise tuition for this entering cohort by 5.1%, an immediate and four year cost savings for our entering freshmen students of 0.9%, or \$95 per year.

Resolution, Non-endowment Investment Policy

Trustee King introduced the Non-endowment Investment Policy resolution. The University's Treasury Management function and the strategic planning process to modernize the operating funds were introduced. The firm Capital

Cities was retained in November 2014 to provide investment advisory services for the University's cash and non-endowment investments. Capital Cities' representatives provided an overview of their firm, reviewed the changes to the Investment Policy Statement, and explained their role in investment manager selection and portfolio management. The Investment Policy statement has been updated and requires a resolution of Board approval. Chair Anderson called for a vote. Trustee King moved to approved the resolution and Trustee Simmons seconded; the motion passed.

NON-ENDOWMENT INVESTMENT POLICY STATEMENT

RESOLUTION 2015 – 3509

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

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

WHEREAS, The Board of Trustees has previously adopted an Investment Policy Statement for Ohio University Cash and Pooled Investments policy (Non-Endowment IPS), (Resolution 2014-3393) that complies with Section 3345.05 of the Revised Code, and

WHEREAS, the University's Treasury Management function has been engaged in a strategic planning process for modernizing the non-endowment investment program and has retained a professional investment advisor to address the University's unique challenges, goals, and objectives in developing a modernized program, and

WHEREAS, the Non-Endowment IPS is an integral fiduciary document and will serve as the University's roadmap to manage non-endowed investments.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees adopts the Non-Endowment IPS, as it applies to the University non-endowment funds.

BE IT FURTHER RESOLVED that the aforementioned Non-Endowment IPS; all previously adopted related policies; and all prior resolutions concerning non-endowment investment policies of the Board of Trustees not specifically referenced herein shall be rescinded.

Resolution, Ridges Framework Plan

The Ridges Framework Plan had been a Consent Agenda item; the committee voted to pull the resolution from the consent agenda to give it specific attention and celebrate the work involved in its creation. Shawna Bolin and Joseph Lalley gave the committee a briefing and the final resolutions recommendation. Others involved in creating the plan were present in the committee's deliberations. Options the Ridges buildings and land provide to support the university's strategic initiatives were presented. A recommendation letter by the Ridges Advisory Committee, whose role was to review the plans developed by the Ridges Master Plan Committee was provided. Approval and adoption of the Ridges Framework Plan as the current Ridges Building and Land Use Plan was requested to be approved. Trustee King mentioned a recent article in the Columbus Dispatch that tells the story of the process of the plan's development. Chair Anderson and Trustee King mentioned how proud they were of the process and recognized Ms. Bolin and Mr. Lalley for their work. Trustee Scholl recognized the community members who participated in the process. Trustee King moved to approve the resolution and Trustee Lake seconded; Chair Anderson called for a vote; the motion passed.

**APPROVAL OF THE OHIO UNIVERSITY
RIDGES FRAMEWORK PLAN**

RESOLUTION 2015 -- 3510

WHEREAS, the 1989 Ridges Land Use Plan, the 2001 Ridges Architectural Master Plan, and recommendations within the current 2006 campus master plan for the Ridges no longer adequately support the University's strategic goals;

WHEREAS, on June 30th of 2013, Governor John Kasich signed into law new legislative language to revise the structure of the Ridges Advisory Committee, which is charged with providing feedback and recommendations on the University's plans for the Ridges land and buildings;

WHEREAS, the University tasked a Ridges Master Plan Committee with the work of updating the Ridges Master Plan document, which reflected a collaborative planning process between the University and local community;

WHEREAS, the University hired consultants Schooley Caldwell and Associates (SCA) and MKSK to provide assistance to the Ridges Master Plan Committee in developing recommendations for the Ridges property and buildings;

WHEREAS, the Ridges Master Plan Committee provided opportunities for feedback throughout the planning process via regular meetings with the Ridges Advisory Committee, open house presentations and workshops with the campus and local community, and broad representation on three subcommittees that addressed key aspects of the Ridges property: Land Use Subcommittee, Existing Buildings Subcommittee, Academic Uses Subcommittee;

WHEREAS, the University initiated a Comprehensive Master Plan process addressing overall campus land use and programmatic placement, prompting the Ridges planning effort to be recast as a Framework plan that addresses the current state of the Ridges land and buildings, investigates potential uses and adaptability, identifies global issues bearing on access and integration with the rest of the campus, and outlines financial strategies to realize the potential of this resource;

WHEREAS, the Ridges Master Plan Committee and consultant team submitted The Ridges Framework Plan Final Report for consideration by the Ridges Advisory Committee;

WHEREAS, the Ridges Advisory Committee has provided their feedback and recommendation;

WHEREAS, the Capital Funding and Priorities Committee has approved and made recommendation to the President; and

WHEREAS, the Ridges Framework Plan has been approved by the President.

NOW THEREFORE, BE IT RESOLVED that the Ohio University Board of Trustees does hereby approve and adopt the Ridges Framework Plan final report dated September 2, 2015, as the current Ridges Land and Building plan.

Resolution, FY 2017-18 State Capital Request and Century Bond Projects
The capital planning process and timeline to prepare the State Biennial Capital submission in the context of the overall Comprehensive Master Plan and the facility condition assessments being conducted was reviewed as well as Deferred Maintenance projects. Consistent with principles previously established, State funding, now leveraged with the Century Bond funding, are allocated to address the institution's highest deferred maintenance priorities. Trustee King moved to approve the resolution and Trustee Simmons seconded; Chair Anderson called for a vote; the motion passed.

**APPROVAL OF THE OHIO UNIVERSITY
FY17-FY18 STATE CAPITAL REQUEST AND CENTURY BOND
PROJECTS**

RESOLUTION 2015 -- 3511

WHEREAS, the University has undertaken several studies intended to provide thoughtful and data-driven planning to support future capital planning decisions including the Comprehensive Master Plan, Energy Infrastructure Master Plan, Comprehensive Building condition assessments and Roof analysis;

WHEREAS, the University has committed to aligning the six year capital plan process with the annual Capital Improvement Plan ("CIP") process and the Comprehensive Master Plan;

WHEREAS, the FY16 Annual CIP was approved in June of 2015;

WHEREAS, the selected FY17-FY18 State Capital and Century Bond projects advance the University's strategic focus on deferred maintenance;

WHEREAS, the University is in the final phase of the Comprehensive Master Plan process, which will guide the development and execution of OHIO's Six Year CIP and related capital investments;

WHEREAS, the University has established Capital Project Prioritization principles that have guided the selection of the FY17-FY18 projects and will guide the continued development of the Six Year CIP Update;

WHEREAS, the selected State Capital and Century Bond projects reflect the priorities of the Deans and Vice Presidents, who have endorsed the proposed plan;

WHEREAS, the Facilities Planning Advisory Council made up of faculty, staff, and student representatives has reviewed and provided their endorsement of the plan; and

WHEREAS, the Capital Funding and Priorities Committee has recommended and the President has approved the FY17-FY18 State Capital Plan Projects.

NOW THEREFORE, BE IT RESOLVED that the Ohio University Board of Trustees does hereby approve the attached FY17-FY18 State Capital and Century Bond Projects.

FY17-FY18 State Capital & Century Bond Projects

#	Functional Category/Building	FY17-FY18 State Biennium								
		FY2017				FY2018				
		Total Biennium Est. Cost	Century Bond Funds	State Funds	*Institutional/ Gifts	Estimated Cost	Century Bond Funds	State Funds	*Institutional/ Gifts	Estimated Cost
	Academic / Research	\$38,076,878	\$10,622,999	\$9,853,945	\$0	\$20,476,884	\$7,999,995	\$9,659,999	\$0	\$17,599,994
1	Botanical Research	\$400,000				\$400,000	\$400,000	\$360,000		\$400,000
2	Clippingier	\$12,000,000	\$3,600,000	\$0		\$3,600,000	\$0	\$8,400,000		\$8,400,000
3	Seigfred	\$7,072,501	\$3,792,501	\$3,280,000		\$7,072,501				
4	Ellis Hall	\$7,304,383	\$730,438	\$6,573,945		\$7,304,383				
5	Prioritized Roof Repairs	\$6,299,994					\$5,399,995	\$899,999		\$6,299,994
6	Emergency Fund	\$5,000,000	\$2,500,000			\$2,500,000	\$2,500,000			\$2,500,000
	University Support	\$3,314,262	\$250,000	\$900,000	\$0	\$750,000	\$2,114,263	\$449,999	\$0	\$2,564,262
7	ADA Priorities Fund	\$500,000	\$250,000			\$250,000	\$250,000			\$250,000
8	Convocation	\$2,314,262	\$0	\$500,000		\$500,000	\$1,864,263	\$449,999		\$2,314,262
	Regionals	\$4,620,000	\$0	\$4,620,000	\$0	\$4,620,000	\$0	\$0	\$0	\$0
	Chillicothe	\$950,000								
9	Bennett Hall Upgrades Eastern	\$750,000		\$950,000		\$950,000				\$0
10	HPEC Parking Lot Reconstruction			\$300,000		\$300,000				\$0
11	Shannon Hall HVAC Repairs Lancaster	\$1,000,000		\$450,000		\$450,000				\$0
12	Brassee Hall Exterior and Roofs			\$700,000		\$700,000				\$0
13	Brassee Hall Interior Upgrades			\$150,000		\$150,000				\$0
	Campus Walkways Upgrades Southern	\$870,000		\$150,000		\$150,000				\$0
14	Energy Efficiency Upgrades			\$600,000		\$600,000				\$0
15	Life Safety and Security Improvement Zanesville	\$1,050,000		\$270,000		\$270,000				\$0
16	Herrold Hall Renovations			\$1,050,000		\$1,050,000				\$0
	Grand Total	\$46,011,140	\$10,872,999	\$14,973,945	\$0	\$25,846,884	\$10,054,258	\$10,109,998	\$0	\$20,164,256



Service Alignment Initiative Update

Deb Shaffer, Senior Associate Vice President for Finance and Administration, provided an annual update on enhancements and investments to the administrative infrastructure and support systems, both centrally and within the academic departments, that have been prioritized over the past couple of years to position the university to do business in an RCM environment was provided. Seventy-one discrete projects have been completed since the initiative's start in 2012; twenty-five projects are in progress, and another 160 projects are in the queue for prioritization and execution. These projects fall into the following categories: Communications and Governance, Service Delivery, System and Process Efficiencies, Reporting and Data, Compliance and Controls, Strategic Priorities, and Training and Toolkits. Trustee King mentioned that efficiency

doesn't always mean cost reduction and the committee took that into consideration when reviewing the report.

Consent, River Park Tower Easements

Real estate transactions presented for Board approval necessary to extend Rufus Street to Stewart Street were presented by Joe Lalley for the Consent Agenda. The extension supports the sweep to Rufus Street and will modify other traffic patterns in the South Green area to streamline and redirect traffic from heavy pedestrian areas.

Consent, Construction Projects Approval – Schematic Design

Joe Lalley, Senior Associate Vice President of Technologies and Administrative Services, provided brief summaries of the eight projects presented for schematic design approval included Seigfred roof and window replacement, bathroom upgrades in Boyd, James and MacKinnon residence halls, and pre-purchase of equipment for the Jefferson Hall residence and culinary space renovations. The committee specifically discussed upgrades to the West 82 facility in Baker Center where they were told the plans were consistent with long-term upgrade cycles.

Consent, Construction Projects Approval – Construction

Joe Lalley provided a brief summary of the nine projects included as part of the Construction Projects Approval request include roof replacement for Alden Library, chiller replacements for Chubb, Copeland, and Ellis Halls, the Ping Center Chilled Water connection, the Back South Dormitory Demolition, and expansion of the Wei Lee Library Annex preservation system. The committee recommends that these items remain on the Consent Agenda.

Energy Infrastructure Projects Conservation Update

Joseph Lalley provided an update on the project budgets, positive usage, and cost impacts to date of the Energy Initiatives Project (EIP) including substantial water conservation savings and energy savings.

Additional reports

The committee was updated on the annual insurance reports as well as the Clery Act Reports. The Police Clery report contained data on the number of forcible sexual misconduct reports. Reports of assaults are increasing. Such

reports are a cause for concern. The increase may be attributable to the increase in reports of sexual misconduct but not necessarily an increase in incidences; it may be that the environment and culture have become more encouraging to victims coming forward. Chief of Police, Andrew Powers, answered questions regarding this report. Trustee King emphasized that the committee wants to continue to hear about those efforts.

Building Plaque Policy

The purpose of the Building Plaque Policy is to commemorate those in leadership that participated in the creation of new buildings. Faculty Representative, Joe McLaughlin, gave a report from the Faculty Senate on the Building Plaque Policy that resulted from a concern that Faculty Representatives and Student Trustees may not want to have their names commemorated on a Plaque. The faculty senate recommendation was that everybody involved will have their name on the plaque, with the option to opt out. The Committee recommended that the proposed policy be amended to reflect the opt out provision.

Trustee King concluded her report from the Resources Committee.

Academics Committee

Trustee Scholl reviewed and summarized the following discussion of the Academics Committee.

Academic Quality – College of Business

Hugh Sherman, Dean of the College of Business, provided a strategic update. The College is in the top 50 and competing with some of the most notable schools. The committee learned about assessment and that student success and outcomes are high on the College's priority list. The committee learned about record enrollment in the College and how the College is seen from the outside through rankings.

Dean Sherman shared the College's Dashboard. Dean Sherman provided a historical overview of the purpose of business schools and how those purposes are very different now; his includes a difference in what companies wanted from business students then and what they now seek. A description of the College's emphasis on a "know how" as opposed to "know what" instructional paradigm was presented. The student success process was attributed to the faculty assisting students in finding their passion; they build a portfolio of knowledge and experiences, and experience continual coaching. A set of metrics was provided including that 93% of students are employed or in graduate school 90 days, post graduation.

The College is being effective in recruiting students. One example given by Dean Sherman was that seventy percent of students, at a recent new student event, visited three or more schools before choosing OHIO for their education. The College had forty-eight percent growth last year. Efforts to recruit students who are underrepresented in the college are ongoing. Excepting the sports management program, female students number approximately forty-six percent of the student population. The College hopes to continue recruiting higher numbers of these high performing female students.

Students now must have an internship. An internship is a requirement for every student in the College of Business. Most businesses like to hire employees from among students in their internship programs. Many students

already have jobs in hand at graduation. Preparation for students' careers begins during the freshman year. The College attempts to place students in internships as early as their sophomore year.

To meet organizations' demands for people with both discipline knowledge and the know-how to apply that knowledge, the college has designed new, high-touch, student learning experiences focused on application, both inside and outside of the classroom, and professional development modules to help transform students into "ready now" high performing graduates.

Targeted recruiting efforts are made to obtain students who are attracted to this sort of engaged learning. Hiring efforts are centered on finding faculty and staff who are committed to mentoring and coaching students and helping them to build their own customized portfolios of skills, knowledge, and experience.

Employers use a variety of evaluative processes to determine which schools they recruit from. How many employees have they recruited from an institution? How many of those students stayed with the company? How did those students perform? Have those students been promoted? If those answers are not positive for a particular institution, that business may no longer recruit students from that institution.

In addition to student advisors, business students have faculty coaches/mentors with deep industry experience and are given experiences customized to that student's interests and career goals.

The Business Bobcat Lifecycle makes the promise, delivers on the promise, and engages alums. Students are given multiple opportunities for growth from the time they enter as freshmen and throughout their education. There are multiple opportunities for students to engage internationally and over a hundred participate in consulting activities overseas. As students are looking for jobs, the college assists them with improving their resumes and their interview skills.

Alumni can connect faculty and students with corporate partnerships by embedding alumni into the College culture in meaningful ways, foster a sense of community and continuity between current students and alumni of

all generations, create opportunities to connect alums to the college that demonstrates commitment and investment to foster affinity, and enrich the lives of alumni through a deeper connection with current and future Business Bobcats.

The Dashboard of metrics was displayed with data and data categories unique to the College.

Trustee Scholl recognized Student Trustee Roden, who is experiencing the College's Sales Center. Student Trustee Roden described his experience with the Certificate program and how vital it is to have those experiences for professional development.

Methods of Assessment

Dr. Michael Williford, Associate Provost for Institutional Accreditation, provided this presentation. The goal of assessment is to improve student learning and must be faculty driven. Standardized tests can provide comparative data, but raise validity issues. OHIO approaches assessment through multiple methods. The committee received definitions and purposes of assessment and evaluation.

Trustees asked how this information impacts the Trustees expectation that enrolling students have a certain ACT score. Should the Trustees be watching these scores to the extent they are currently doing? Trustees noted, as in the case of the College of Business, the engagement of potential employees in determining what students need to know was important. Provost Benoit noted that there are multiple indicators of student ability and academic potential. Craig Cornell, Senior Vice Provost for Strategic Enrollment, noted that admissions to OHIO is based on multiple factors including high school GPA, high school courses taken, and other measures in addition to ACT.

Robert Frank, Dean of the College of Arts and Sciences, noted that the ACT can be effective in gauging student success in certain fields of study, but cannot be used to gauge success in life. The committee learned that, among other measures, OHIO assesses students with the National Survey of Student Engagement (NSSE). The NSSE indicated a significant amount of growth in student expectations of student/faculty interaction among OHIO students.

Enrollment Update

Craig Cornell, Senior Vice Provost for Strategic Enrollment Management, provided this update. New student enrollments remain strong and set many new records in alignment with the Strategic Enrollment Management Plan (SEMP). Enrollment growth at the end of fall semester is expected to be over 40,000 students. Freshman enrollments reached 4,423, a new record and an increase of one percent over last year; new transfer student numbers was the highest in three years at 563; and eLearning student numbers are anticipated to reach almost six thousand by the end of fall term which is also an increase. The regional campuses saw an overall increase of approximately four hundred students. Graduate student enrollments are down, but Graduate Outreach and Heritage College of Osteopathic Medicine both saw increases of sixty-six and one hundred one students respectively. OHIO's online graduate program enrollments now are nearly equal to the on-campus graduate enrollments. Growth over the recent past is the largest in the State compared to our peer institutions. The *Chronicle of Higher Education* has recognized OHIO as the 18th fastest growing institution in the US.

The Trustees asked about the College Credit Plus (CC+) program at OHIO. The CC+ program is one through which secondary education students in 7th through 12th grades can take college courses. Vice Provost Cornell replied that most of the CC+ students are enrolled at regional campuses. The subsidy OHIO receives for these students is \$40 per credit hour if the course is taken at the high school and is taught by a high school teacher, \$80 if taken at the high school and is taught by our faculty, and \$160 per credit hour if the student takes the class on our campuses.

This was the first year of the OHIO Guarantee program that provides students with the exact same cost of education for the first four years of their enrollment. Our record enrollments were especially good because this is the first year of the program. Vice Provost Cornell noted the hope that first-year students will be even more positive about the program when they see that their cost truly does not increase next year.

Public Face – External Reporting and Publicly Available University Data

Due to time constraints, this topic was tabled until the next meeting. Trustee

Scholl referenced the undergraduate recruiting materials as the public face of the university.

OHIO in the College Rankings

Associate Provost for Institutional Research and Effectiveness, Barbara Wharton, provided this update.

Ohio University does well in popular rankings including US News & World Report, Washington Monthly, Forbes, and Sierra Magazine.

US News & World Report – Ohio University is ranked 135th overall and 68th among public universities. Ohio institutions ranked ahead overall are Ohio State University at #52 and Miami University at #82. The University of Cincinnati (#140), Kent State (#175), and Bowling Green (#185) follow OHIO in the rankings. Universities elect to participate, there is a one-year or greater lag in data (current 2016 rankings are based on 2014-15 data or on multi-year averages), of approximately 280 schools participating, 173 are public institutions – not all are ranked. The greatest weight is given to an institution's academic reputation, graduation and retention rates, and faculty resources. Also considered are student selectivity, financial resources, graduation rate performance, and alumni giving.

Other rankings, besides US News, are gaining popularity. These rankings move away from high selectivity and financial issues that carry a lot of weight with US News.

Consent Agenda:

Review of Centers and Institutes and Kennedy Museum Appointments were considered. The committee recommended and forwarded them to the full Board for approval on the Consent Agenda.

Trustee Scholl concluded his report from the Academics Committee.

Governance Committee

Trustee Simmons reviewed and summarized the following discussion of the Governance Committee.

National Trustees

The committee, in executive session, discussed the appointment of a public official. Trustee Simmons introduced two resolutions for designating National Trustees to the Board.

Trustee King moved to approve the resolutions and Trustee Lake seconded; Chair Anderson called for a vote; the motion passed.

APPOINTMENT OF NATIONAL TRUSTEE

RESOLUTION 2015 -- 3512

WHEREAS, in accordance with Article I, Section 3 of its Bylaws, the Board desires to appoint a National Trustee for a full three year term that will expire on June 30, 2018;

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees hereby appoints Laura Brege to serve as a National Trustee for a term that will expire on June 30, 2018.

APPOINTMENT OF NATIONAL TRUSTEE

RESOLUTION 2015 -- 3513

WHEREAS, in Resolution No. 2013-3340, the Board appointed Peggy Viehweger to serve as a National Trustee for a term of three years; and

WHEREAS, Ms. Viehweger resigned from her position as a National Trustee to accept an appointment to this Board by the Governor; and

WHEREAS, the Board desires to fill the vacancy in the National Trustee position created by the resignation of Ms. Viehweger;

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees, in accordance with Article I, Section 3 of its Bylaws, hereby appoints David Pidwell to serve as a National Trustee for a term that will expire on June 30, 2016.

Board Meeting Minutes

John Biancamano, General Counsel, reported that after reviewing the format of the minutes of Board meetings he did not see any need to recommend changes. Secretary Moore recommended that minutes be sent to committee chairs for a preliminary review before distribution to the entire Board. The Committee agreed to this change in procedure.

Trustee Meeting Schedule

Secretary Moore distributed a proposed meeting schedule for 2016-17. The Committee discussed possible changes in the schedule as well as options for the location of the Board retreat. The Committee will revisit these matters at the next meeting.

Trustee Simmons concluded her report from the Governance Committee.

Audit Committee

Chair Scholl reviewed and summarized the following discussion of the Audit Committee.

Internal Audit Update

Jeffrey Davis, Chief Audit Executive, provided an update on the Internal Audit Office operations. Topics included an update on the FY16 audit plan, construction auditing, proposed report rating system, an external assessment, recent program reviews, continuous auditing, the audit process, the audit committee charter and the internal audit charter. The trustees asked questions and discussed the report rating system, the external assessment, and continuous auditing.

Trustee Scholl also briefly discussed the audit committee meeting held on October 8th. This meeting was held to review the annual audit report prepared by Plante Moran, the external auditor. A resolution was passed at the meeting accepting the report.

Trustee Scholl read the resolution to approve the audit report. Trustee Scholl moved to approve the resolutions and Trustee King seconded; Chair Anderson called for a vote; the motion passed.

OHIO UNIVERSITY AUDIT COMMITTEE APPROVAL OF JUNE 30, 2015 FINANCIAL STATEMENT AUDIT

RESOLUTION 2015 -- 3514

BE IT RESOLVED that the recommendation of Audit Committee on October 8, 2015, to accept the annual financial statements and footnotes as presented by management of the University, Foundation, and subsidiaries including Plante Moran's audit opinions and report thereon as of and for the year ended June 30, 2015, be approved.

Trustee Goodman motioned to adjourn to executive session. Trustee Anderson seconded. The executive session was to discuss details relative to

consider personnel matters related to the appointment, employment, dismissal, discipline, promotion, demotion, or compensation of a public employee or official, or the investigation of charges or complaints against a public employee, pursuant to the provisions of R.C. 121.22 (G)(1).

Trustee Scholl concluded his report from the Audit Committee.

Executive Committee

Chair Anderson reviewed and summarized the following discussion of the Executive Committee.

Voted to go into Executive Session to discuss a personnel issues and purchase or sale of property.

Chair Anderson introduced a resolution regarding property under Courtyard Apartments. Chair Anderson reviewed the history of the apartments and housing in the Athens community. It has been determined that the property has served its purpose of encouraging housing development and could now be sold. Chair Anderson read the resolution to authorize the sale. Chair Anderson clarified an issue regarding the avoidance of a potential conflict of interest on behalf of the Foundation Trustees, since Housing for Ohio owns the apartments located on the parcel to be offered for sale.

Trustee King moved to approve the resolutions and Trustee Simmons seconded;

Chair Anderson called for a vote; Trustee Lake, Trustee Scholl, and Trustee Viehweger abstained; the motion passed.

RESOLUTION TO AUTHORIZE CONVEYANCE OF REAL PROPERTY (COURTYARD APARTMENTS PARCELS)

RESOLUTION 2015 -- 3515

WHEREAS, Ohio University owns certain real property underneath the University Courtyard apartments, totaling approximately 22 acres (“Courtyard Property”);

WHEREAS, in 2000, the University entered into a ground lease with Housing for Ohio, Inc., whereby the University leased the Courtyard Property to Housing for Ohio to facilitate the development of the University Courtyard apartments;

WHEREAS, Housing for Ohio owns and operates the University Courtyard apartments, and the University owns the Courtyard Property parcels underneath the apartments; and

WHEREAS, pursuant to Ohio Revised Code sections 123.12 and 5301.13 and other authority, the Ohio General Assembly enacted House Bill 238 in June 2015, which authorized the University to convey the Courtyard Property in collaboration with the Ohio Department of Administrative Services.

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees hereby declares the Courtyard Property to be surplus University property and approves the conveyance of the Courtyard Property pursuant to a sealed bid auction, public auction or other prudent sale process approved by the President and the Department of Administrative Services.

BE IT FURTHER RESOLVED, that the President or his designee is hereby authorized to accept the result of any sealed bid, public auction or other conveyance process for the Courtyard Property and to negotiate and execute the relevant deeds, sale agreements and other related documents to effect such conveyance and dispose of the Courtyard Property in accordance with Ohio law.

Chair Anderson concluded her report from the 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.

RESOLUTION TO APPROVE PARCEL EXCHANGE AND EASEMENTS RELATED TO RUFUS STREET EXTENSION

RESOLUTION 2015 -- 3516

WHEREAS, the University proposes to construct an extension of Rufus Street to Stewart Street, in order to advance the South Green sweep project and enhance safety and pedestrian access in South Green by limiting vehicular traffic along a portion of North McKinley Avenue;

WHEREAS, in order to complete this project, the University must acquire a parking lot parcel currently owned by CPP Athens I LLC, which owns and operates the River Park apartments;

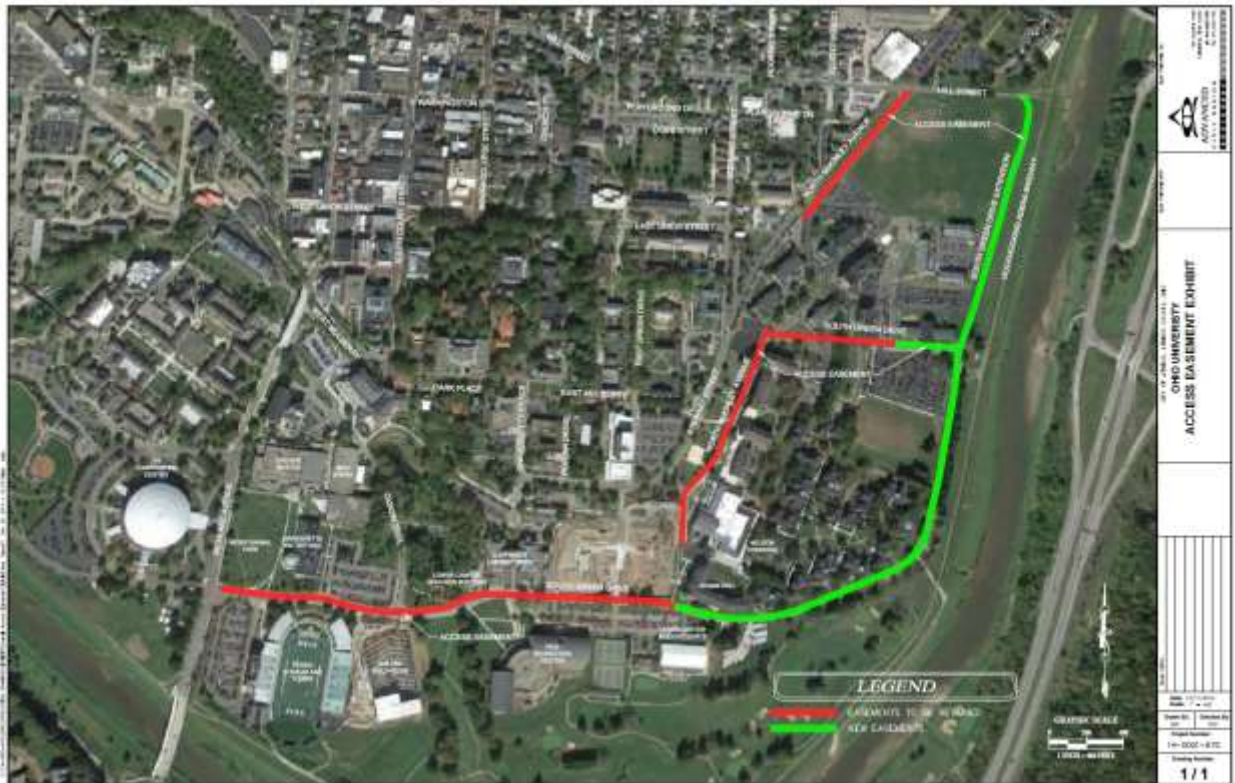
WHEREAS, River Park will convey the parcel required by the University to complete the Rufus Street extension in exchange for (i) title to an equal number of parking spaces in University Lot 104 (estimated to be 55 spaces); (ii) an amendment to a non-exclusive access easement benefiting River Park apartments; and (iii) a water line easement to the City of Athens; and

WHEREAS, this package of real estate transactions will facilitate completion of the Rufus Street extension project, which will enhance South Green and advance the objectives of the University's Master Plan.

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees hereby approves the exchange of the land parcels as described above and approves the amendment of an easement to CPP Athens I LLC and Athens River Gate LLC to allow non-exclusive vehicular and pedestrian access to North McKinley Avenue, South Green Drive and Rufus Street, upon terms and conditions negotiated and approved by the President or his designee.

BE IT FURTHER RESOLVED, that the Board of Trustees hereby approves the granting of an easement to the City of Athens to allow for the installation and maintenance of a water line near the corner of South Green Drive and Rufus Street, upon terms and conditions negotiated and approved by the President or his designee.

BE IT FURTHER RESOLVED, that the Board of Trustees hereby authorizes the President or his designee to execute the contracts, easements and other appropriate documentation to effect the real estate transactions described in this resolution in accordance with Ohio law.



**APPROVAL TO PROCEED WITH DESIGN FOR
JEFFERSON HALL RENOVATION - EQUIPMENT PURCHASE,
BAKER WEST 82 RENOVATION - DESIGN PHASE,
BOYD HALL BATHROOM UPGRADE - DESIGN THROUGH BIDDING
PHASES,
CRAWFORD HALL ELECTRICAL AND FIRE SYSTEM UPGRADE -
DESIGN THROUGH BIDDING PHASES,
JAMES HALL LOBBY, BATHROOM, AND APARTMENT UPGRADES -
DESIGN THROUGH BIDDING PHASES,
MACKINNON HALL BATHROOM UPGRADE - DESIGN THROUGH
BIDDING PHASES,
SEIGFRED HALL ROOF REPLACEMENT - CONCEPTUAL DESIGN
THROUGH DESIGN DEVELOPMENT PHASES,
AND SEIGFRED HALL WINDOW REPLACEMENT - CONCEPTUAL
DESIGN THROUGH DESIGN DEVELOPMENT PHASES**

RESOLUTION 2015 -- 3517

WHEREAS, for the Jefferson Hall Renovation project, the Board of Trustees previously approved a total project budget of \$44,000,000 and authorized expenditures of \$3,260,000 (2014-3443, 2014-3444, and 2015-3467), and University administration seeks approval to increase the previously authorized expenditure amount of \$3,260,000 by an additional \$2,850,000 for total authorized expenditures of \$6,110,000 to undertake pre-purchasing equipment with the total project to be funded by Culinary Reserves (\$8,000,000), Residential Housing Reserves (\$4,000,000), and Internal Loan (\$32,000,000);

WHEREAS, for the Baker West 82 Renovation project, University administration requests approval for the total project budget of \$1,800,000 and seeks authorization for expenditures of \$225,000 to undertake design with the total project to be funded by Culinary Reserves;

WHEREAS, for the Boyd Hall Bathroom Upgrade project, University administration requests approval for the total project budget of \$925,000 and seeks

authorization for expenditures of \$200,000 to undertake design and bidding with the total project to be funded by Residential Housing Reserves;

WHEREAS, for the Crawford Hall Electrical and Fire System Upgrade project, University administration requests approval for the total project budget of \$800,000 and seeks authorization for expenditures of \$200,000 to undertake design and bidding with the total project to be funded by Residential Housing Reserves;

WHEREAS, for the James Hall Lobby, Bathroom, and Apartment Upgrade project, University administration requests approval for the total project budget of \$1,255,000 and seeks authorization for expenditures of \$350,000 to undertake design and bidding with the total project to be funded by Residential Housing Reserves;

WHEREAS, for the MacKinnon Hall Bathroom Upgrade project, University administration requests approval for the total project budget of \$925,000 and seeks authorization for expenditures of \$200,000 to undertake design and bidding with the total project to be funded by Residential Housing Reserves;

WHEREAS, for the Seigfred Hall Roof Replacement project, University administration requests approval for the total project budget of \$1,800,000 and seeks authorization for expenditures of \$180,000 to undertake conceptual design and design development with the total project to be funded by Century Bond 2016 (\$239,000) and State Appropriations (\$1,561,000);

WHEREAS, for the Seigfred Window Replacement project, University administration requests approval for the total project budget of \$800,000 and seeks authorization for expenditures of \$90,000 to undertake conceptual design and design development with the total project to be funded by Century Bond 2016 (\$90,000) and State Appropriations (\$710,000).

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

**APPROVAL TO PROCEED WITH CONSTRUCTION FOR
ALDEN LIBRARY ROOF REPLACEMENT - CONSTRUCTION
PHASE,
BACK SOUTH DEMOLITION - CONSTRUCTION PHASE AND
BUDGET AMENDMENT,
COLLEGE OF FINE ARTS (LIN HALL) INFRASTRUCTURE
UPGRADE - CONSTRUCTION DOCUMENTS THROUGH
CONSTRUCTION PHASE AND SCOPE REVISION,
CHUBB HALL CHILLER REPLACEMENT - DESIGN THROUGH
CONSTRUCTION PHASES,
COPELAND HALL CHILLER REPLACEMENT – DESIGN
THROUGH CONSTRUCTION PHASES,
ELLIS HALL CHILLER REPLACEMENT – DESIGN THROUGH
CONSTRUCTION PHASES,
HWA WEI LEE LIBRARY ANNEX HUMIDITY CONTROL FY2015
- CONSTRUCTION DOCUMENTS THROUGH CONSTRUCTION
PHASES,
PING CENTER CHILLED WATER CONNECTION - DESIGN
THROUGH CONSTRUCTION PHASES,
AND WEST GREEN CHILLED WATER PUMP SYSTEM REPAIRS
- DESIGN THROUGH CONSTRUCTION PHASES**

RESOLUTION 2015 -- 3518

WHEREAS, for the Alden Library Roof Replacement project, the Board of Trustees previously approved a total project budget of \$2,200,000 (2015-3485) and authorized expenditures of \$235,000 (2015-3485), and University administration seeks to increase the authorized expenditures amount by \$1,965,000 for total authorized expenditures of \$2,200,000 to undertake construction and complete the project to be funded by the FY2015 Deferred Maintenance Debt (\$300,000) and State Appropriations (\$1,900,000);

WHEREAS, for the Back South Demolition project, the Board of Trustees previously approved a total project budget of \$1,251,000 (2015-3453) and authorized expenditures of \$350,000 (2015-3453), and University administration

seeks to amend the total project budget of \$1,251,000 by an additional \$209,000 for a new total project budget of \$1,460,000 and seeks approval to increase the previously authorized expenditures amount of \$350,000 by an additional \$1,100,000 for total authorized expenditures of \$1,460,000 to undertake construction and complete the project to be funded by Residential Housing Reserves;

WHEREAS, for the College of Fine Arts (Lin Hall) Infrastructure Upgrade project, the Board of Trustees previously approved a total project budget of \$2,700,000 (2014-3433) and authorized expenditures of \$217,350 (2014-3433) and University administration seeks to increase the authorized expenditure amount by \$2,482,650 for total authorized expenditures of \$2,700,000 to undertake construction and complete the project to be funded by State Appropriations;

WHEREAS, for the Chubb Hall Chiller Replacement project, University administration requests approval for the total project budget of \$850,000 and seeks authorized expenditures of \$850,000 to undertake design, construction and complete the project to be funded by Energy Infrastructure Project Debt;

WHEREAS, for the Copeland Hall Chiller Replacement project, University administration requests approval for the total project budget of \$600,000 and seeks authorized expenditures of \$600,000 to undertake design, construction and complete the project to be funded by Energy Infrastructure Project Debt;

WHEREAS, for the Ellis Hall Chiller Replacement project, University administration requests approval for the total project budget of 800,000 and seeks authorized expenditures of \$800,000 to undertake design, construction and complete the project to be funded by Energy Infrastructure Project Debt;

WHEREAS, for the HWA Wei Lee Library Annex Humidity Control FY2015 project, the Board of Trustees previously approved a total project budget of \$650,000 (2015-3453) and authorized expenditures of \$67,400 (2014-3453), and University administration seeks to increase the authorized expenditure amount by \$582,600 for total authorized expenditures of \$650,000 to develop construction documents and undertake construction, and complete the project to be funded by Century Bond 2015 (\$15,000) and State Appropriations (\$635,000);

WHEREAS, for the Ping Center Chilled Water Connection project, University administration requests approval for the total project budget of \$1,400,000 and seeks authorized expenditures of \$1,400,000 to undertake design, construction and complete the project to be funded by Energy Infrastructure Project Debt;

WHEREAS, for the West Green Chilled Water Pump System Repairs project, University administration requests approval for the total project budget of \$1,000,000 and seeks authorized expenditures of \$1,000,000 to undertake design, construction and complete the project to be funded by Internal Reserves;

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

REVIEW OF CENTERS AND INSTITUTES

RESOLUTION 2015 -- 3519

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

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

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

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of Ohio University accepts the 2014-2015 Reviews of Centers and Institutes, which recommends continuation of seven (7) institutes / centers and a one-year extension for two (2) institutes / centers as follows:

- African American Research and Service Institute - Continued
- Astrophysical Institute (ApI) - Continued
- Institute for International Journalism (IIJ) - Continued
- Center for Professional Development School Partnerships - Continued

- Center for Higher Education – Continued
- Center for the Study and Development of Literacy and Language – Continued
- Center for Electrochemical Engineering Research (CEER) – Continued
- Center for Law, Justice and Culture – One-year extension
- Institute for the African Child – One-year extension

**KENNEDY MUSEUM OF ART
ADVISORY BOARD APPOINTMENT**

RESOLUTION 2015 -- 3520

WHEREAS, the Ohio University Board of Trustees adopted the amended Constitution of the Edwin L. and Ruth E. Kennedy Museum of Art at its June 18, 2008 meeting, and

WHEREAS, Article III of the Constitution outlines the process for appointment to the Museum’s Advisory Board, and

WHEREAS, the Dean of the College of Fine Art in consultation with the President has recommended a minimum of five and no more than nine qualified members to serve on the Museum’s Board.

NOW, THEREFORE, BE IT RESOLVED that the Ohio University Board of Trustees approves the following additional appointments to the Advisory Board which will bring the number of members currently serving to six members.

Three-Year Term

John Rheinscheld
Art Collector, Retired Attorney and Ohio University Alum

Sherry Sivo
Painter and Ohio University Alum

Chair Anderson requested a motion to approve the balance of the Consent Agenda. Trustee Scholl moved to approve the Consent resolutions and Trustee Viehweger seconded; Chair Anderson called for a vote; the motion passed.

Unfinished Business

President McDavis mentioned the upcoming AQIP accreditation visit and supporting materials.

New Business

There was no new business.

Communications, Petitions, and Memorials

President McDavis' Birthday was celebrated with a special performance of "Section Eight" of the "Singing Men of Ohio."

Announcement of Next Board Meeting

Secretary Moore reported that the Board would meet on the Athens campus on January 21st and 22nd, 2016.

The Meeting adjourned at 12:13pm.

APPENDIX

Ohio University Board of Trustees **Joint Committee Minutes**

Thursday, October 15, 2015

Chair Anderson opened the Ohio University Board of Trustees Joint Committee Meeting at 9:08am. Present were Chair Sandra J. Anderson, Vice Chair David Wolfort, Trustees Janetta King, K.B. Lake, Cary R. Cooper, Peggy Viehweger, Janelle Simmons, Dave Scholl, N. Victor Goodman, Student Trustees Sharmaine Wilcox and P.J. Roden, faculty representatives David Thomas and Joe McLaughlin, Alumni representative Julie Mann Keppner.

Chair Anderson thanked Shawna Bolin and Joseph Shields for the morning walking tour of the Park Place corridor. Chair Anderson noted that Ohio University's plan for the Ridges, headed by Joseph Shields and Shawna Bolin, had been featured that day (10/15/2015) in the Columbus Dispatch. Chair Anderson asked for comments and questions from board representatives.

Trustee King asked if there was a flowchart of some sort to show how the Campus Master Plan will progress. Vice President for Finance and Administration (VPFA) Stephen Golding said that conversations with the campus community will be held this fall to determine most appropriate direction of Campus Master Plan, and, based on feedback they receive, VPFA Golding plans to give updates at the January board meeting. Voting on the direction of the plan is tentatively planned for the March 2016 board meeting. Executive Vice President and Provost (EVPP) Benoit added that multiple timelines and trajectories are in play, which complicates the ability to be able to provide one linear timeline.

Trustee Viehweger asked if similar master plan was in place for the development agreement between Ohio University's Dublin campus and the City of Dublin. VPFA Golding responded that any development recommendations for Dublin would come out of the Campus Master Plan, and would then have to be adopted by the City of Dublin prior to implementation. VPFA Golding stressed that in order to stay relevant and competitive, Ohio University must keep its focus statewide instead of concentrating on one campus in the overall plan for the future.

President McDavis added that on Monday, October 19, 2015, President's Council will be meeting to discuss the strategic plan, specifically regarding OHIO for Ohio, and how to incorporate the sites (Beavercreek, Dublin, Cleveland) that have been acquired in the period since the Campus Master Plan development began.

Vice Chair Wolfort asked if the state of Ohio understood the university's mission at regional campuses. President McDavis replied that Ohio University needs clarity from state regarding performance-based funding, a state government initiative that dictates that

distribution of funds should correlate with graduation rates at centers of higher education. President McDavis stated that regional campuses have expressed concern about performance-based funding, as their primary purpose in education is different from that of main campus universities, and that Ohio University is engaged in talks with government about how best to fund regional campuses given their importance and contribution in overall graduation rates at Ohio University.

EVPP Benoit stated that there is active discussion in state government about whether or not regional campuses and community colleges are needed in higher education. EVPP Benoit indicated that they are needed, since they provide educational accessibility that the state says it wants.

Chair Anderson welcomed university government representatives Gabby Bacha, Jared Ohmsman, Beth Quitslund, chair of administrative senate Cathy Waller.

Governor's Task Force Update

VPFA Golding reported on the outcome of Governor John Kasich's Ohio Task Force on Affordability and Efficiency in Higher Education meetings. The directives included: developing savings that reduce the cost of education to students; expense reduction; procurement focused on group-buying across institutions (Golding noted that the task force indicated that the university board would have final say if university could buy from non-preferred vendors); assessment of non-core assets to determine whether to sell, lease or repurpose; administrative cost reform (including a benchmark for measuring standard productivity); textbook affordability (professional negotiators should help faculty obtain instructional texts in a more cost effective manner); time to degree; evaluating duplicative programs for possible consolidation and streamlining; and advisory joint oversight boards for co-located university branches.

Vice Chair Wolfort asked about total cost of administrative positions, to which VPFA Golding replied that total administrative spending is approximately \$135 million. However, VPFA Golding cautioned that many administrative positions have important crossover with academics, using the example of professional academic advisors, so it is difficult to place them entirely in either an administrative or academic category. VPFA Golding indicated that his team was working on an aggregated breakdown of administrative positions that accounted for their role in academics.

Trustee Scholl asked if the Task Force's ultimate goal is to publish the results that show each institution's overall lightening of student debt burden, which VPFA Golding said that he thought they would like to publish results like that, but that discrepancies between universities make it a difficult metric to measure. Trustee Scholl also asked if a distinction was made between undergraduate debt burden and graduate debt burden. VPFA Golding said such distinction had not been made, and that the government is only looking at universities, overall. VPFA Golding indicated that he was hoping to develop a template that could break down the minutiae of university efficiency while taking into account institutional differences.

VPFA Golding stated that Ohio University pre-empted the governor's task force by forming its own task force over the summer, which has since met three times. This was done to expedite the process of collecting data and metrics related to affordability and efficiency. The OHIO task force includes students, faculty, university employees, and has so far focused on the issues of joint purchasing, time to degree, low enrollment course, and revenue enhancement strategies. The OHIO task force has agreed to focus on four of 10 categories outlined by the Governor's task force: affordability, quality of student experience, implementation, and financial impact & sustainability first.

Faculty representative Thomas expressed concern that he could not find information in the report regarding low-enrollment courses and student evaluation, to which EVPP Benoit responded that the university is awaiting guidance on how such a metric should be evaluated.

Trustee Goodman said that one of the goals that EVPP Benoit had relayed sounded very familiar to him, so he looked up the "Imagining the Future" state government task force that had been launched in 1992. He read aloud the directives from that task force, and noted that many of the goals were almost identical to the goals of the current Ohio Task Force on Affordability and Efficiency in Higher Education. Trustee Goodman stated that 23 years later, nothing has changed, except that the government is now putting the onus on the board to implement change and report on success. VPFA Golding responded that students are making a market-based decision about where they will attend. Reality is that there is one number that is very telling about the choices that our students makes and is highly determinate on their decision to take on cost; we cannot control students.

Vice Chair Wolfort and Trustee Scholl asked if lowering the sticker cost is the final goal for the task force. VPFA Golding indicated that the final goal is student debt reduction. He said a major theme was how to meet efficiency guidelines while also meeting the needs of the university through revenue generation and investment.

VPFA Golding indicated that the Board of Trustees will receive a full review of the findings in July 2016.

Huron Engagement:

VPFA Golding gave an update on the Huron project: Huron has had conversations across campus and has come up with themes regarding affordability. Ohio University will need to develop teams that can implement the plan to improve affordability.

Five percent Senate Challenge Plan on college affordability.

VPFA Golding gave an update on the Five Percent Senate Challenge Plan on college affordability. He indicated that Ohio University had received guidance from many areas on increasing affordability. VPFA Golding reported that the total yearly cost of attendance at OHIO is currently \$24,472. He noted that the total was sticker cost, but not what most students actually pay. With average financial aid, the cost was closer to \$20,141.

VPFA Golding offered various student cost reduction options that were evaluated, including: offering tuition discount; reducing cost of textbooks; offering a fixed rate of instructional and general fees above a full-course load (Ohio offers this at 12.5 credit hours, while other Ohio universities don't offer a fixed rate until 15 credit hours are reached.); offering fast-track degree completion program. Of the last option, VPFA Golding and EVPP Benoit noted that though 46% of Ohio University programs have 3-year degree program options, only 1.8 percent of students choose the accelerated format.

Trustee Scholl asked why students would not take advantage of a 3-year program format. President McDavis speculated that students who choose to attend residential campuses opt not to graduate early because they want the four-year college experience. Trustee Wolfort asked what, if anything, students would be sacrificing if they chose a three-year program, and Trustee Cooper asked if there were institutional barriers preventing students from choosing an accelerated track. Student Trustee Wilcox noted that how often courses are offered, and the prerequisites needed to take the courses can delay graduation. She added that rushing through coursework might also hurt the overall learning experience. Faculty Representative McLaughlin noted that the accelerated three-year programs make the assumption that an 18-year old knows what he wants to do with his life, and that the design does not allow for much exploration.

Trustee Simmons asked how the 5% reduction metric would ultimately be determined, as different students may have different costs depending on their coursework. EVPP Benoit replied that the language of the requirement dictated that students have the opportunity to save 5 percent through various pathways. She noted that Ohio University was investigating effective ways to ensure that students knew all of the various debt-reducing academic options available to them at Ohio University, and stated, "We are trying to offer students the ability to see the consequences of their various decisions, so that they have the opportunity to alter their behavior."

Chair Anderson noted that the five percent reduction seemed to be focused on reducing student burden. President McDavis stated that Ohio University is on board with improving efficiency, but noted that college also works under free market principles. He pointed out that Ohio University has seen record enrollment in recent years, and suggested that if the cost point was too high, students would choose not to attend. There is a reason the students choose us. The free market is controlling student behavior. Trustee Goodman added that the challenge the Board and President face in reducing student debt, since one cannot force students to spend their money in a certain way. At this point, Chair Anderson noted that there would be more time to discuss the issues in the Resources Committee Meeting, but that the Board would have to move on to the next three presentations in the interest of time.

AQIP activities 2015-2016

EVPP Benoit discussed university preparation for the upcoming Higher Learning Commission's Academic Quality Improvement Program (AQIP) accreditation visit (November 2-4, 2015), including planning surrounding the federal compliance review, multi-campus visits, interviews and meetings, and visit preparation teams.

EVPP Benoit stated that AQIP is interested in talking to the Board of Trustees regarding Criteria 2 C, which states that "the governing board of the institution is sufficiently autonomous to make decisions in the best interest of the institution and to assure its integrity." EVPP Benoit offered sample questions that the board might be asked. EVPP Benoit thanked the Board members who had volunteered their time for the site visit.

Central Bank/Century Bond Update

Senior Associate Vice President (SAVP) for Finance and Administration Deb Shaffer shared Treasury Management's progress to date developing and implementing the Central and Century Bond bank structure(s). SAVP Shaffer discussed the working capital components that initially funded the Central Bank, and the Central Bank's fiscal year 2016 budgeted baseline cash flows and projected cash flow scenarios (sensitivity analysis) through June 30, 2017. SAVP Shaffer discussed the progress to date implementing the Century Bond Bank model that capitalizes its Deferred Maintenance Strategy and discussed the actual cash flows as they compare to the Century Bond Guiding Principles developed by the Board of Trustees. Chair Anderson asked how the loan's payment structure was determined. SAVP Shaffer indicated that the university estimates the payment structure based on the useful life of the item purchased, so that the payment schedule would not outlive the depreciation schedule.

EVPP Benoit reported on the findings of the Modern Think 2014 Great College Survey: All full-time employees across the university were invited to take the survey, which resulted in good participation. The survey evaluated workplace satisfaction of employees. The Task Force that was formed to find ways to implement improvements in workplace satisfaction focused on the following areas: university-wide internal communication structure, professional development and department leadership, senior leadership/strategic direction and work environment/work-life balance. For implementation, the task force is focusing first on the "high potential" items that will show results in a matter of months. EVPP Benoit said that the first high potential improvement slated for implementation include increasing employee recognition, use of university-wide internal newsletter, and rebuilding the Faculty/Staff front page with an audience focus.

Chair Anderson asked how the task force was chosen. EVPP Benoit indicated that she looked for good cross-university representation, but also chose individuals who were in a position to help implement the recommendations, and who could advise on what could be reasonably implemented. EVPP Benoit noted that the committee will now figure out how to implement recommendations quickly, and report back to the campus on what has been done. Trustee King asked about when improvements would be seen, and EVPP Benoit

indicated that there will be a 2-3 year lag rate before results are seen in most of the recommended areas.

Chair Anderson adjourned the meeting of the Joint Committee at 11:34am.



**Resources Committee Meeting
October 15, 2015, 1:30 pm**

Committee Chair Janetta King called the meeting to order at 1:33 pm. Present were Trustees Janelle Simmons, Sandra Anderson, Kevin B. Lake, Student Trustee Sharmaine Wilcox, Alumni Representative Julie Mann Keppner, Faculty Representative Joe McLaughlin, and President Roderick J. McDavis.

● **Resolution, 5% Senate Challenge Plan**

Stephen Golding, Vice President for Finance and Administration, shared the resolution for Board approval of the 5% Senate Challenge Plan developed by the University. The plan will go to the state following Board approval. This item was discussed at length in the joint committee session earlier in the day.

Trustee Lake moved to recommend approval of the 5% Senate Challenge Plan resolution to the full board for consideration; Trustee Anderson provided a second, unanimous approval.

● **Resolution, Non-endowment Investment Policy Statement**

Deb Shaffer, Senior Associate Vice President for Finance and Administration, provided an update on building the University's Treasury Management function, and spoke of the strategic planning process to modernize the operating funds. SAVP Shaffer then introduced Joe Bill Wiley, Principal, and Corey Waddell, Associate Consultant & Investment Analyst from Capital Cities. Capital Cities was retained in November 2014 to provide investment advisory services for the University's cash and non-endowment investments. Capital Cities provided an overview of their firm, reviewed changes to the Investment Policy Statement, and explained the firm's role going forward. The Investment Policy statement has been updated, and a resolution seeking Board approval was included as part of this agenda item.

Trustee Anderson moved to recommend approval of the Non-endowment Investment Policy Statement resolution to the full board for consideration; Trustee Simmons provided a second, unanimous approval. Trustee Lake was not present to vote.

● **Consent, Ridges Framework Plan**

Shawna Bolin, Director of University Planning and Space Management, and Joseph Shields, Dean of the Graduate College and Vice President for Research and Creative Activity, requested approval and adoption of the Ridges Framework Plan as the official Ridges building and land use

plan. Director Bolin shared an outline of the process that was undertaken to develop the Framework Plan, including the structure of the Framework Plan development team and the collaborative engagement process along the way. She shared brief highlights of the Framework Plan, including the significant opportunities for The Ridges buildings and land to support the university's strategic initiatives. VP Shields summarized the recommendation letter provided by the Ridges Advisory Committee, and explained how these recommendations will be further considered as part of the University's current master planning process. Director Bolin and VP Shields concluded their presentation with a request for the Board's approval. They also acknowledged the groups who provided their time, invaluable feedback and participation throughout the process. The Resources Committee thanked Director Bolin and VP Shields for their considerable efforts in putting the plan together.

The Committee recommended that the Ridges Framework Plan resolution be removed from the Consent Agenda and added as its own item for consideration at the October 16, 2015 Board of Trustees meeting.

- **Resolution, FY 2017-18 State Capital Request and Century Bond Projects**

SAVP Shaffer and Director Bolin reviewed the capital planning process, the timeline to prepare the State Biennial Capital submission in the context of the overall Comprehensive Master Plan and the facility condition assessments being conducted. Director Bolin reviewed the Deferred Maintenance projects prioritized in the FY17/18 State submission that include major renovations of Seigfred, Ellis, and Clippinger Halls. Consistent with principles previously established, State funding, now leveraged with the Century Bond funding, is allocated to address the University's highest deferred maintenance priorities. The dollars included for Clippinger represent a component of the funding that will be needed to implement the Clippinger renovation strategy. Programmatic investments will be included with the update of the 6-year Capital Improvement Plan (CIP) concurrent to the completion of the Comprehensive Master Plan.

Trustee Anderson moved to recommend approval to the full board of the FY 2017-18 State Capital Request and Century Bond Projects resolution; Trustee Simmons provided a second, unanimous approval.

- **Service Alignment Initiative Update**

SAVP Shaffer provided the annual update on enhancements and investments to the administrative infrastructure, both centrally and within the academic departments that have been prioritized over the past couple of years to position the university to do business in a Responsibility-Centered Management (RCM) environment. She discussed the strategic goals, as well as the prioritization criteria. 71 discrete projects have been completed since the initiative's start in 2012, 25 are in progress, and another 160 are in the queue for prioritization and execution. These projects fall into the following categories: Communications and Governance, Service Delivery, System and Process Efficiencies, Reporting and Data, Compliance and Controls, Strategic Priorities, and Training and Toolkits. The board discussed the importance of

making investments in the university's administrative infrastructure in order to do businesses more efficiently and minimize risks.

- **Consent, River Park Tower Easements**

Joseph Lalley, Senior Associate Vice President (SAVP) for Information Technology and Administrative Services, discussed the real estate transactions necessary to extend Rufus Street to Stewart Street, support the extension of the sweep to Rufus Street and modify other traffic patterns in the South Green area to streamline and redirect traffic from heavy pedestrian areas. SAVP Lalley requested Board approval for these measures.

The Committee recommended that the River Park Tower Easements resolution be retained on the Consent Agenda for the October 16, 2015 Board of Trustees meeting.

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

SAVP Lalley shared brief summaries of the eight projects presented for schematic design approval, including projects for Seigfred Hall's roof and window replacement, bathroom upgrades in Boyd, James and MacKinnon residence halls, and pre-purchase of equipment for the Jefferson Hall residence and culinary space renovations.

- Jefferson Hall Renovations – 2.85M to pre-purchase equipment, funded through culinary reserves.
- Baker West 82 Renovation – not on capital plan
- Boyd Hall Bathroom Upgrade – addressing deferred maintenance and included in capital plan
- Crawford Hall Electrical and Fire System Upgrade – addressing deferred maintenance
- James Hall Lobby, Bathroom – addresses deferred maintenance
- MacKinnon Hall Bathroom Upgrades
- Seigfred Hall Roof Replacement – 1.8M project budget, 180,000 to begin design. Hope to be under construction by this summer. It takes some time to get design completed and work completed before fall semester, project close out in the fall.
- Seigfred Hall Window Replacement – address deferred maintenance.

Trustee Simmons questioned the West 82 renovation since Baker Center is fairly new. SAVP Lalley explained that Culinary Services has a maintenance schedule which provides times when upgrades should be occurring.

The Committee recommended that the Schematic Design resolution be retained on the Consent Agenda for the October 16, 2015 Board of Trustees meeting.

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

SAVP Lalley provided a brief update on energy infrastructure projects, including an overview of ongoing savings to the University as a result of recent changes. He then summarized the nine

projects included as part of the Construction request, including roof replacement for Alden Library, chiller replacements for Chubb, Copeland, and Ellis Halls, and the Ping Center Chilled Water connection.

- Alden Library Roof Replacement – \$2.2M, to be completed over the summer.
- Back South Demolition – \$1.460 M, bids were higher than thought, requesting an increase to the budget of \$209k. Project will begin in mid-May. Funded by residential housing reserves.
- College of Fine Arts (Lin Hall) Infrastructure Upgrade – state funded
- Chubb Hall Chiller – \$850k to replace old chiller and make repairs to AHU.
- Copeland Hall Chiller - \$600k to replace to be funded through EIP
- Ellis Hall Chiller - \$800k steam driven chiller to electric driven chiller.
- Hwa Wei Lee Library Annex
- Ping Chilled Water Connection – steam leak has been repaired as of August. This project will replace chillers.
- West Green Chilled Water Pump System Repairs – repairing equipment and controls that is reducing energy efficiency.

The Committee recommended that the Construction resolution be retained on the Consent Agenda for the October 16, 2015 Board of Trustees meeting.

● **Additional reports**

Ohio University Police Chief Andrew Powers provided an update regarding the Clery Act, which requires universities to record and release numbers on police-reported incidences of violent crime on campus. Trustee King asked about the number of reports of forcible sexual assaults. Chief Powers stated that while the higher numbers in the report are concerning to the police, he noted that this likely is not a reflection of increased incidences. Rather, it is the result of the campus environment and culture becoming more encouraging to victims coming forward. He also noted that a higher number is a trend that is happening nationally as campuses work to address this issue. Chair King emphasized that the committee wants to continue to hear about ongoing efforts to decrease forcible sexual assaults on campus.

● **Building Plaque Policy**

As a follow up to the recourses committee's previous meeting, Joe McLaughlin, Faculty Senate Finance and Facilities Chair, reported on his discussion with his Faculty Senate collegus regarding the use of the names of non-voting Board of Trustees representatives on plaques commemorating the naming of campus buildings. He suggested that non-voting Board members have the option to withhold their names from certificates and commendations for which they did not vote. The Committee decided that the default policy should be that everybody involved, voting or non-voting, will have their name on

the plaque, with the option to opt out in very limited and rare cases. The proposed policy will be amended to reflect this change.

The Resources Committee meeting was adjourned at 3:42 pm.



OHIO
UNIVERSITY

University Academics Committee
Thursday, October 15, 2015

Present were Trustees Dave Scholl, Cary Cooper, N. Victor Goodman, David Wolfort and Peggy Viehweger; Faculty Representative David Thomas and Student Trustee Patrick Roden.

Trustee Scholl called the meeting to order at 1:32 PM.

Trustee Scholl asked Pam Benoit, Executive Vice President and Provost, to open the meeting.

Academic Quality – Dashboard

- **College of Business Dashboard**

Hugh Sherman, Dean of the College of Business provided the presentation reviewing the college's long-term strategy and progress in aligning the college with the dashboard metrics.

Placement questionnaires to graduates received a very high response rate of 89%. 73% of respondents who took the survey in 2014 were in jobs at graduation. With improved response rate, 71% of 2015 graduates indicated they had secured a job after graduation.

The college is being effective in recruiting students. Dean Sherman cited a statistic gathered from a recent new student event in which 70% of students visited 3 or more schools before choosing OHIO for their education. The college had 48% growth last year. Efforts to recruit students who are underrepresented in the college are ongoing. With the exception of the sports management program, female students constitute approximately 46% of programs in the College of Business. The college hopes to continue recruiting higher numbers of high performing female students.

Dean Sherman provided a historical overview of the purpose of Business schools and how that has changed, including the shifting expectations of companies seeking business graduates.

Based on these expectations, all College of Business students are now required to

partake in an internship. Most businesses like to hire employees from among students in their internship programs, and this improves the job placement of students, many of whom secure jobs in the companies at which they interned upon graduation. Preparation for students' careers begins during the freshman year. The college attempts to place students in internships as early as their sophomore year.

Dean Sherman said that in order to meet organizations' demands for graduates with both academic and hands-on practical knowledge, the college has designed new student learning experiences focused on application both inside and outside of the classroom and professional development modules to help transform students into "ready now" high-performing graduates.

Targeted recruiting efforts are made to obtain students who are attracted to engaged learning. Meanwhile, hiring efforts are centered on finding faculty and staff who are committed to mentoring and coaching students in order to help them build portfolios of skills, knowledge, and experience customized to each student's interests and career goals.

Employers use a variety of evaluative processes to determine which schools they recruit from. How many employees have they recruited from an institution? How many of those graduates stayed with their company? How did those graduates perform? Have those graduates been promoted? If the answers to those questions are not positive for a particular institution, that business may no longer recruit students from the institution.

Dean Sherman said that developing broader and deeper partnerships with organizations and alumni facilitates continuous learning for faculty and staff, assists in learning the needs of employers, and informs the development and growth of educational offerings.

He also laid out the mantra that the College of Business stands by: making the promise, delivering on the promise, and engaging alumni.

Students are given multiple opportunities for growth from the time they enter as freshmen and throughout their education. There are multiple opportunities for students to engage internationally and over a hundred participate in consulting activities overseas. As students search for jobs, the college assists them by helping them improve their resumes, their interview skills, and associated job placement skills.

Dean Sherman stated the importance of alumni, as alumni can connect faculty and students with corporate partnerships. By embedding alumni into the college culture in meaningful ways, a sense of community is fostered and continuity between current students and alumni of all generations is established.

Standing Reports and Updates

- **Methods of Assessment**

In response to a specific request by Trustees at the previous Committee meeting, Michael Williford, Associate Provost for Institutional Accreditation, gave a presentation on institutional assessment. He stated that the goal of assessment is to improve student learning and must be faculty driven. Standardized tests can provide comparative data, but raise validity issues. OHIO approaches assessment through multiple methods.

Associate Provost Williford defined assessment as the systematic collection, review, and use of information about educational programs undertaken for the purpose of improving student learning and development (Palomba & Banta). Assessment is different from evaluation.

He stated that the purposes of assessment are to:

- Demonstrate Student Success – Must be faculty driven, improve student learning, improve teaching & student services, internal, authentic purposes, and;
- Demonstrate Accountability – Externally driven, for external purposes, largely symbolic and public relations related, little faculty engagement

Associate Provost Williford stated that when considering standardized testing, the outcome assessments have validity issues due to differing measurements, inability to define critical thinking and other qualities, student participation, expense, and the time/effort expended.

One problem with tests are that they are multiple hour, high-stakes, many times high-stress, and are tests that students often do not want to take.

Trustees asked how this information impacts the Trustees' expectation that enrolling students have a certain ACT score. Should the Trustees be using these scores as a progress metric to the extent that they are currently? Trustees noted that, as in the case of the College of Business, the engagement of potential employers in determining what students need to know seems to be a better indicator of long-term student success.

Provost Benoit noted that there are multiple indicators of student ability and academic potential, of which standardized test scores are only one factor. Craig Cornell, Senior Vice Provost for Strategic Enrollment, noted that admission to OHIO is based on high school GPA, high school courses taken, and other measures in addition to ACT.

Robert Frank, Dean of the College of Arts and Sciences, noted that ACT can be effective in gauging student success in certain fields of study, but cannot be used to gauge success in life.

Associate Provost Williford concluded that assessment must be faculty-driven and occur at the source of learning to be authentic. It must be tied to learning objectives, and must lead to action.

- **Enrollment Update**

Craig Cornell, Senior Vice Provost for Strategic Enrollment Management, provided an update on enrollment. New student enrollment remained strong in 2015, and set many new records in alignment with the Strategic Enrollment Management Plan (SEMP). Enrollment growth at the end of fall semester is expected to show that OHIO now has over 40,000 students. Freshman enrollments reached 4,423, a new record and an increase of 1% over last year; new transfer student numbers were the highest in 3 years, at 563; and eLearning student numbers are anticipated to reach 5,900 by the end of fall term, also an increase over previous terms. The regional campuses saw an overall increase of approximately 400 students.

Graduate student enrollments are down by 125 (4.6%), but Graduate Outreach and Heritage College of Osteopathic Medicine both saw increases of 66 and 101 students respectively. OHIO's online graduate program enrollment now nearly equals on-campus graduate enrollment. Growth in the recent past is the largest in the State compared to OHIO's peer institutions. The *Chronicle of Higher Education* has recognized OHIO as the 18th fastest growing institution in the US.

The Trustees asked about the College Credit Plus (CC+) program at OHIO. The CC+ program allows qualified secondary education students in 7th through 12th grades to take college courses. Senior Vice Provost Cornell replied that most of the CC+ students are enrolled at regional campuses. The subsidy OHIO receives for these students is \$40 per credit hour if the course is taken at the high school and is taught by a high school teacher, \$80 if taken at the high school and is taught by our faculty, and \$160 per credit hour if the student takes the class on our campuses.

FY2016 marks the inaugural year that the OHIO Guarantee program, which provides

students a fixed rate for the four year duration of their degree program. Senior Vice Provost Cornell stated that OHIO's record enrollments were especially good because of the initiative's implementation. Vice Provost Cornell noted the hope that first-year students will be even more positive about the program when they see that their cost truly does not increase next year.

- **Public Face – External Reporting and Publicly Available University Data**

Due to time constraints, this topic was tabled until the next meeting.

- **OHIO in the College Rankings**

Barbara Wharton, Associate Provost for Institutional Research and Effectiveness provided an update on college rankings.

Ohio University does well in popular rankings like the US News & World Report, Washington Monthly, Forbes, and Sierra Magazine. Associate Provost Wharton noted that there are often multiple ties in rankings. Last year, OHIO was tied with 7 schools in one of the US News and World Report rankings.

US News & World Report – Ohio University is ranked 135th overall and 68th among public universities. Ohio institutions ranked ahead overall are Ohio State University at #52 and Miami University at #82. The University of Cincinnati (#140), Kent State (#175), and Bowling Green (#185) follow OHIO in the rankings. Cleveland State, University of Akron, University of Toledo, and Wright State are unranked.

Associate Provost Wharton stated that universities elect to participate in the rankings, and there is a one-year or greater lag in data (current 2016 rankings are based on 2014-15 data or on multi-year averages). Of the approximately 280 schools participating, 173 are public institutions – not all are ranked.

The greatest weight is given to an institution's academic reputation (22.5%), graduation and retention rates (22.5%), and faculty resources (20%). Also considered are student selectivity (12.5%), financial resources (10%), graduation rate performance (7.5%), and alumni giving (5%).

Other rankings besides those of the US News & World Report are gaining popularity. These rankings move away from high selectivity and financial issues that carry a lot of weight with US News.

Washington Monthly – OHIO is ranked #239 of 279 national universities. Rankings are based on: social mobility (percent of Pell Grant recipients and graduation rates), service

(Peace Corps, ROTC, Federal Work Study funds spent on service, etc.), research (expenditures, bachelors to PhDs awarded, faculty awards, etc.)

Sierra Magazine – OHIO is ranked #94 of 152 schools overall. Rankings are based on sustainability measures and OHIO's participation in the Sustainability Tracking, Assessment & Rating System (STARS).

Forbes – OHIO ranked #407 out of 650 overall and #4 in Ohio public institutions. Rankings are based on student satisfaction using ratemyprofessor.com and the transfer out rate; post-graduate success using payscale.com and the America's Leaders List compiled by Forbes; student debt based on average debt, default rate, and percent taking loans; graduation rate based on actual and predicted vs. actual; and academic success based on nationally competitive awards and alumni receiving PhDs.

- **Consent Agenda Items**

Review of Centers and Institutes

Motion made, seconded, and accepted unanimously to approve all recommendations and forward them to the full Board for review.

Kennedy Museum Appointments

Motion was made, seconded, and accepted unanimously to approve and forward to the full Board for review.

Trustee Scholl adjourned the meeting at 3:32 PM

Ohio University Board of Trustees
Governance Committee
Minutes

Thursday, October 15, 2015

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

The meeting was called to order at 3:50 PM.

1. National Trustees

Chair Simmons moved to enter into executive session to discuss the appointment of a public official. The roll call vote was unanimous.

The Committee held a roll call vote to come out of executive session. Chair Simmons announced that the committee would report on its deliberations at the meeting of the full Board on October 16, 2015.

2. Minutes of Board Meetings

Mr. Biancamano reported that, following his review of Board meeting minutes format, he did not find reason to recommend changes. The Committee agreed.

Secretary Moore recommended that minutes be sent to committee chairs for a preliminary review before distribution to the entire Board. The Committee agreed to this change in procedure.

3. 2016 Board Meeting Schedule and 2016 Retreat Location

Secretary Moore distributed a proposed meeting schedule for 2016-17. The Committee discussed possible changes in the schedule as well as options for the location of the Board retreat. The Committee will revisit the matter at the next meeting.

The Committee adjourned at 4:43 PM.



**AUDIT COMMITTEE MEETING
OHIO UNIVERSITY – ATHENS CAMPUS
Margaret M. Walter Hall, Room 245
October 15, 2015 – 3:30 PM**

Audit Committee Chair N. Victor Goodman called the meeting to order at 3:50 p.m. Present were Trustees Janetta King, Dave Scholl, alumni representative Julie Mann Keppner, and Student Trustee Patrick Roden. President Roderick J. McDavis and Board Chair Sandra J. Anderson were also present.

Internal Audit Update

Jeffrey Davis, Chief Audit Executive, provided an update on Internal Audit Office operations. Topics included an update on the FY16 audit plan, construction auditing, a proposed report rating system, an external assessment, recent program reviews, continuous auditing, the audit process, the audit committee charter and the internal audit charter. The Trustees asked questions and discussed the report rating system, the external assessment and continuous auditing.

Trustee Scholl briefly discussed the Audit Committee meeting held on October 8, 2015. This meeting was held to review the annual audit report prepared by Plante Moran, Ohio University's external auditor. A resolution was proposed for approval of the June 30, 2015 Financial Statement Audit.

The committee recommended that the resolution advance to the full board for consideration and approval.

At 4:40 p.m. Trustee Goodman motioned to adjourn to executive session. Trustee Anderson seconded. The executive session was to discuss details relative to consider personnel matters related to the appointment, employment, dismissal, discipline, promotion, demotion, or compensation of a public employee or official, or the investigation of charges or complaints against a public employee, pursuant to the provisions of R.C. 121.22 (G)(1). Trustee Goodman, Trustee King, Trustee Scholl and Trustee Anderson all voted yes. Vote was unanimous.

Trustee Goodman motioned to adjourn executive session at 5:08 pm. Chair Anderson seconded. The role was taken to revert back to general business. Trustee Goodman, Trustee King, Trustee Scholl and Trustee Anderson all voted yes. Vote was unanimous.

There was no unfinished business.

Meeting adjourned at 5:10 p.m.