Board of Trustees

Ohio University

Board Meeting Minutes

January 17, 2020
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Chair David Scholl called the January Meeting of the Ohio University Board of Trustees to order at 10:09am.

Roll Call

Board Secretary David Moore called roll.

Present: Chair David Scholl; Vice Chair Janelle Coleman, Trustees Steve Casciani, Cary Cooper, Matthew Evans, Victor Goodman, Peggy Viehweger; National Anna Harvey, Alumni Representative Casey Christopher, Student Trustees Austin McClain and Justin Kelley, President Duane Nellis, and Board Secretary David Moore.

Approval of Agenda

Chair Scholl asked to approve the agenda for the January 2020 Meeting of the Board of Trustees; Trustee Cooper moved to approve the agenda; Trustee Goodman seconded; Chair Scholl called for a vote; with all in favor, the agenda was approved.

Approval of Minutes

Chair Scholl asked to approve the minutes of the October 2020 meeting of the Board of Trustees; Trustee Casciani moved to approve the minutes; Trustee Viehweger seconded; Chair Scholl called for a vote; with all in favor, the minutes were approved.

Reports

Report from Chair

Chair Scholl welcomed everyone and read the standards of conduct for the meeting.

Chair Scholl welcomed the Board’s newly appointed National Trustee, Anna Harvey and described her orientation the day before. Trustee Harvey replied that she was honored to serve and that she hoped her experience as an Athens native, an Alumni, and Faculty Member at NYU could be of assistance.

Chair Scholl reported that the Board had lunch with representatives from the Voinovich School and thanked Dean Weinberg for his assistance in coordinating the event. Chair Scholl also thanked Dean Weinberg for his panel discussion that reported on the return on investment and the engagement with the region that the Voinovich School has fostered is
substantial and enduring. Chair Scholl made special mention of the State House Majority Representative Jay Edwards, a proud alumnus, for sharing his time with the Board.

Chair Scholl also reported that the Board had a Integrated Strategic Update that informed all trustees on the university’s financial situation and the steady progress being made on the planned development and execution driven by the strategic framework.

Lastly, Chair Scholl reported that the Board had dinner with all of the university’s and had an opportunity to hear about their visions for, and challenges to, their efforts to reimagine the academic enterprise. Chair Scholl thanked them for their leadership.

Report from the President
Chair Scholl asked President Nellis to present his Presidential Report.

President Nellis shared some University leadership updates and points of pride, as well as an update of the progress being made toward aligning with the Strategic Framework. Topics included:

- Ohio University is ranked by Best Value Schools as the 8th most affordable online RN to BSN degree program.
- The Gladys W. and David H. Patton College of Education hosted its second biennial EdTalks, with presentations by four distinguished faculty about their “Big Idea.”
- OHIO hosted a lecture about Amish community leaders and celebrated a first-of-its-kind photo narrative book developed in response to negative stereotypes about the Amish.
- Recap of the Fall Commencement Ceremony.
- Ohio University’s Geography Department celebrated it’s 50th anniversary during Geography Awareness Week, where a notable alumnus was celebrated, and I had the honor of serving as keynote speaker.
- Ohio University recognized International Education Week Nov. 17-23 with a variety of events and activities aimed to celebrate the benefits of international education and exchange worldwide.
- Recap of a trip to Boise, Idaho to attend the Famous Idaho Potato Bowl with OHIO Football.
- Ohio University celebrated the 30th anniversary of the Infectious and Tropical Disease Institute.
- Select students, faculty members, and alumni will be highlighted for their recent achievements, research, and discoveries.
The Presidential Spotlight will feature Voinovich School of Leadership and Public Affairs Associate Professor Sarah Davis and a panel of speakers with an update on Open OHIO.

Chair Scholl thanked the President and stated it was time to move to committee reports.

Committee Reports and Information Items

Academics and Student Success Committee
Chair Scholl asked Committee Chair Cooper to give the Academics and Student Committee Report.

Committee Chair Cooper stated that the Academics and Student Success Committee received the Voinovich School’s Dashboard, and Intercollegiate Athletics Update and Dashboard, a report on RHE Alignment, and a Remediation Report.

Consent Agenda Resolutions
Committee Chair Cooper stated that the following resolutions were considered by the Committee as part of the Consent Agenda:

CONSENT AGENDA RESOLUTION New Program PCOE Early Childhood & Elementary Education

This resolution establishes the Bachelor of Science in Education in Early Childhood and Elementary Education in the Department of Teacher Education in the Patton College of Education.

CONSENT AGENDA RESOLUTION New Program CHSP Athletic Training

This resolution establishes the Doctor of Athletic Training in the School of Applied Health Sciences and Wellness in the College of Health Sciences and Professions.

CONSENT AGENDA RESOLUTION Name Change Applied Communication

This resolution establishes that the major in Applied Communication be renamed Communication.

CONSENT AGENDA RESOLUTION Name Change HCOM Family Medicine

This resolution establishes that the Department of Family Medicine in the Heritage College of Osteopathic Medicine be renamed the Department of Primary Care.
CONSENT AGENDA RESOLUTION Department Abolishment HCOM Geriatric Medicine & Gerontology

This resolution establishes that the Department of Geriatric Medicine/Gerontology in the Heritage College of Osteopathic Medicine be abolished.

CONSENT AGENDA RESOLUTION Program Reviews VOIN Environmental Studies

This resolution resolves that the Board of Trustees of Ohio University hereby accepts the program review for Environmental Studies.

Committee Chair Cooper stated that the committee recommends that these resolutions remain on the consent agenda and be approved by the Board later this morning. Chair Scholl thanked the Committee.

Resources, Facilities and Affordability Committee

Chair Scholl asked Committee Chair Viehweger to give the Resources, Finances, and Affordability Committee Report.

Committee Chair Viehweger reported that the committee received an update on Sustainability as well as information items in the agenda including the Treasury Update, the Financial Update, and the Facility Projects Update.

Additionally, Committee Chair Viehweger stated that the Committee considered the following resolutions.

Resolutions

Investment Policy Statement Resolution
Committee Chair Viehweger stated that this resolution (located on Tab 12 of the January, 2020 agenda) approves The Ohio University Foundation Investment Policy Statement as adopted by the Foundation’s Board on November 8, 2019, as it applies to the University endowment funds and long-term century bond funds.

The committee recommends the approval of this resolution.
CENTURY BOND, ENDOWMENT, AND NON-ENDOWMENT INVESTMENT POLICIES

RESOLUTION 2020 – 3814

WHEREAS, The Board of Trustees of Ohio University is required by Ohio Rev. Code §3345.05 to undertake certain actions in relation to administration of moneys that provide the following:

1) that title to investments derived from tuition, fees, subsidy and other revenues be held in trust by the Board of Trustees, and
2) that the Board of Trustees adopt an investment policy that complies with requirements of the statute, and
3) that the Board of Trustees establish an Investment Committee that meets at least quarterly,

WHEREAS, the Board of Trustees has empowered to the Ohio University Foundation (OUF), through OUF’s Investment Committee, to act on its behalf in accordance with approved investment policies, and

WHEREAS, the Resources, Facilities and Affordability Committee of the Board of Trustees has reviewed and recommended formal adoption of The OUF Investment Policy Statement (IPS) as adopted by the Foundation’s Board on November 8, 2019 (New IPS). This applies to the OUF managed endowment funds, which are also covered by Ohio Law (Section 3345.16 of the Revised Code) and long-term investments associated with the University’s Century Bond and Deferred Maintenance Program, and

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

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

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees approves The New IPS as adopted by the Foundation’s Board on November 8, 2019, as it applies to the University endowment funds and long-term century bond funds.

BE IT FURTHER RESOLVED that the performance of the endowment and century bond investments, as well as any future modifications to The New IPS, will be presented to the Resources, Facilities and Affordability Committee for their review and approval as necessitated by changes to the New IPS.

BE IT FURTHER RESOLVED that the Board of Trustees re-affirms and empowers the OUF’s Investment Committee to act on its behalf in accordance with the New IPS (attached).

BE IT FURTHER RESOLVED that the New IPS supersedes all previously adopted investment related policies and all prior resolutions concerning previous investment policies of the Board of Trustees not specifically referenced herein shall be rescinded.
Committee Chair Viehweger motioned to approve the Investment Policy Statement Resolution; Trustee Casciani seconded the motion; Chair Scholl called for a vote; the resolution passed unanimously.

*The Foundation Investment Policy is located at the end of the minutes*
Capital Projects Resolution

Committee Chair Viehweger stated that this resolution (located on Tab 13 of the January, 2020 agenda) authorizes the university to begin implementation of the following projects:

- OUD Medical Education Building 2 Renovation
- OUL HVAC and Energy Efficiency Improvements Phase I
- Innovation Center Infrastructure Upgrades
- OUC Stevenson Center Roof Replacement
- Scripps Hall Ground Floor eSports Renovation
- OUE Health & Physical Education Center Roof Replacement

Committee Chair Viehweger stated that the committee recommends the approval of this resolution.
CAPITAL PROJECTS

APPROVAL TO PROCEED WITH DESIGN AND CONSTRUCTION

RESOLUTION 2020 - 3815

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

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

WHEREAS, the following projects are presented for Board approval:

**Design & Construction Requests:**

<table>
<thead>
<tr>
<th>Project</th>
<th>Current</th>
</tr>
</thead>
<tbody>
<tr>
<td>OUD Medical Education Building 2 Renovation</td>
<td>$6,800,000</td>
</tr>
<tr>
<td>OUL HVAC and Energy Efficiency Improvements Phase I</td>
<td>$1,730,000</td>
</tr>
<tr>
<td>Innovation Center Infrastructure Upgrades</td>
<td>$1,438,323</td>
</tr>
<tr>
<td>OUC Stevenson Center Roof Replacement</td>
<td>$832,659</td>
</tr>
<tr>
<td>Scripps Hall Ground Floor eSports Renovation</td>
<td>$650,000</td>
</tr>
<tr>
<td>OUE Health &amp; Physical Education Center Roof Replacement</td>
<td>$642,600</td>
</tr>
</tbody>
</table>

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, the Senior Vice President for Finance and Administration, or either’s authorized designee to accept and award contracts and execute all necessary agreements, easements and documents to effectuate the transaction and related transactions within the total project budgets identified.

Committee Chair Viehweger motioned to approve the Capital Projects Resolution; Trustee Evans seconded the motion; the resolution passed unanimously.
HCOM Building Naming Resolution

Committee Chair Viehweger stated that this resolution (located on Tab 14 of the January, 2020 agenda) resolves that the medical education building under construction at 191 West Union Street, Athens, Ohio, will be named Heritage Hall.

Committee Chair Viehweger stated that the committee recommends the approval of this resolution.
WHEREAS, the Osteopathic Heritage Foundation (OHF), has provided generous and ongoing support to the Ohio University Heritage College of Osteopathic Medicine (Heritage College) through the historic $105 million grant, *Vision 2020: Leading the Transformation of Primary Care in Ohio (Vision 2020)*; and

WHEREAS, the OHF recognizes the need for parity in state-of-the-art learning environments across the Heritage College Athens, Dublin, and Cleveland campuses; and

WHEREAS, the OHF approved the repurposing of $21 million of the *Vision 2020* grant to enable the construction of a new medical education building in Athens, contributing to the establishment of the Ohio University Union Street Green; and

WHEREAS, in consultation with the OHF and in recognition of their extraordinary generosity and the impact of their continued commitment to advancing osteopathic medical education at Ohio University, the Heritage College recommends the new medical education building at 191 West Union Street, Athens, be named Heritage Hall.

NOW, THEREFORE BE IT RESOLVED that the medical education building under construction at 191 West Union Street, Athens, Ohio, will be named Heritage Hall.

Committee Chair Viehweger motioned to approve the 2020 HCOM Building Naming Resolution; Vice Chair Coleman provided a second to the motion; Chair Scholl called for a vote; the resolution passed unanimously.
Committee Chair Viehweger stated that there were no further resolutions and no consent agenda items from the Resources, Facilities, and Affordability Committee.

Committee Chair Viehweger stated that detailed minutes of the committee’s discussions will be made available on the Board of Trustees website.

Chair Scholl thanked the Committee.
Audit and Risk Management Committee

Chair Scholl asked Acting Committee Chair Casciani to give the Audit and Risk Management Committee Report. Acting Committee Chair Casciani stated that the Audit and Risk Management Committee received the Chief Audit Executive’s Report from Jeff Davis and the External Auditor Update.

Acting Committee Chair Casciani stated that the committee went into Executive Session for a presentation on information security.

Acting Committee Chair Casciani stated that there were no consent agenda items and no resolutions from the Audit and Risk Management Committee.

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

Chair Scholl thanked the Committee.

Governance and Compensation Committee

Chair Scholl asked Committee Chair Goodman to give the Governance and Compensation Committee Report. Committee Chair Goodman reported that the Governance and Compensation Committee received the Annual Affiliated Entities Report.

Committee Chair Goodman stated that the committee introduced two resolutions introduced that were not in the Agenda. He summarized the resolutions as:

- University Human Resources sought approval to develop and implement two different Early Retirement Incentive Programs or a Voluntary Separation or Retirement Plan.
- The first plan would be provided for eligible tenured professors, tenured associate professors, and administrative staff who hold the academic rank of tenured professor or tenured associate professor excluding the Heritage College of Osteopathic Medicine
- The second plan would be offered for residential custodial and custodial staff within the Vice President of Finance and Administration and Vice President for Student Affairs Planning Units
- The plans are expected to open on or around February 3rd, close on or around March 30th and separation from service to occur by June 30, 2020
- The President or his designee(s) in consultation with the Chair of the Board of Trustees is authorized to develop and implement such plans, in accordance with all applicable laws.
Committee Chair Goodman asked for the resolutions to be read.

The committee recommends the approval of the: **EARLY RETIREMENT INCENTIVE PLAN(S) AND/OR VOLUNTARY SEPARATION OR RETIREMENT PLAN(S) FOR TENURED PROFESSORS, TENURED ASSOCIATE PROFESSORS, AND ADMINISTRATIVE STAFF WITH ACADEMIC RANK OF TENURED PROFESSOR OR TENURED ASSOCIATE PROFESSOR** resolution.
EARLY RETIREMENT INCENTIVE PLAN(S) AND/OR VOLUNTARY SEPARATION OR RETIREMENT PLAN(S) FOR TENURED PROFESSORS, TENURED ASSOCIATE PROFESSORS, AND ADMINISTRATIVE STAFF WITH ACADEMIC RANK OF TENURED PROFESSOR OR TENURED ASSOCIATE PROFESSOR

RESOLUTION 2020-3818

WHEREAS, due to ongoing budgetary concerns, the University has determined that for each of its campuses except Cleveland, that it needs to seek structural efficiencies in personnel costs in the following employee classifications collectively referred to as the “Planning Unit”: (1) tenured professors; (2) tenured associate professors; and (3) administrative staff with the academic rank of tenured professor or tenured associate professor. The Planning Unit does not include the Heritage College of Osteopathic Medicine; and

WHEREAS, the best interests of the University will be served by offering Planning Unit employees early retirement opportunities to effectuate structural efficiencies and to minimalize the need for other budgetary actions; and

WHEREAS, the voluntary separation and/or early retirement opportunities will be offered on or about February 3, 2020, to provide eligible employees sufficient time to decide whether to participate.

NOW THEREFORE BE IT RESOLVED that the President, or his designee(s), in consultation with the Chair of the Board of Trustees, is authorized to develop and implement an early retirement incentive plan(s) (“ERIP”) and/or a voluntary separation or retirement plan(s) (“VSRP”), in accordance with the rules of the Internal Revenue Service, State Teachers Retirement System, and the Ohio Public Employees Retirement System as the President deems appropriate, with the objective of reducing personnel in the Planning Unit.

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

BE IT FURTHER RESOLVED that the President, or his designee(s), in consultation with the Chair of the Board of Trustees, may impose conditions for participating in an ERIP or VSRP, in accordance with the plan to attract the optimum number of participants and thereby achieve the appropriate level of benefit to the University.
BE IT FURTHER RESOLVED that the Chief Human Resource Officer is authorized to execute the plan document between Ohio University and the ERIP and VSRP participants and any other instruments, documents or conveyances necessary to effectuate and implement the plan.

Committee Chair Goodman motion that the Board approve this resolution; Trustee Cooper provided a second; Chair Scholl called for a vote; the resolution passed unanimously.
The committee also recommends the approval of the **EARLY RETIREMENT INCENTIVE PLANS FOR UNIVERSITY RESIDENTIAL CUSTODIAL AND CUSTODIAL STAFF** resolution.
EARLY RETIREMENT INCENTIVE PLANS FOR UNIVERSITY RESIDENTIAL CUSTODIAL AND CUSTODIAL STAFF

RESOLUTION 2020-3819

WHEREAS, due to budgetary concerns and after discussion with the bargaining unit, the University has determined its residential custodial and custodial staff within the Vice President for Finance and Administration and Vice President for Student Affairs Planning Units for all University campuses (“the Planning Unit”) should be offered an opportunity to participate in a mutually beneficial voluntary early retirement plan; and

WHEREAS, the best interests of the University will be served by offering Planning Unit employees early retirement opportunities to effectuate structural efficiencies and to minimalize the need for other budgetary actions; and

WHEREAS, the voluntary early retirement opportunities will be offered on or about February 3, 2020, to provide eligible employees sufficient time to decide whether to participate.

NOW THEREFORE BE IT RESOLVED that the President, or his designee(s), in consultation with the Chair of the Board of Trustees, is authorized to develop and implement an early retirement incentive plan (“ERIP”), in accordance with the rules of the Internal Revenue Service, and the Ohio Public Employees Retirement System as the President deems appropriate, with the objective of reducing residential and custodial staff levels within the Planning Unit.

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

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

BE IT FURTHER RESOLVED that the Chief Human Resource Officer is authorized to execute the plan document between Ohio University and the ERIP participants and any other instruments, documents or conveyances necessary to effectuate and implement the plan.

Committee Chair Goodman motion that the Board approve this resolution; Trustee Casciani provided a second; Chair Scholl called for a vote; the resolution passed unanimously.
The committee went into Executive Session to discuss the sale of real estate, the compensation of a public employee, and to confer with the general counsel regarding threatened or impending litigation.

Upon exiting Executive Session the committee introduced a resolution regarding Pilcher House.

The committee recommends the approval of the **DECLARATION OF SURPLUS PROPERTY PILCHER HOUSE, 10 E. UNION STREET, ATHENS OHIO**
DECLARATION OF SURPLUS PROPERTY  
PILCHER HOUSE, 10 E. UNION STREET, ATHENS OHIO  
RESOLUTION 2020-3817

WHEREAS, Ohio University holds title to the Pilcher House, located at 10 E. Union Street, Athens, Ohio (“Property”); and

WHEREAS, in March 2019, the Board of Trustees was presented the recommendations of the strategic review of the fifteen small houses, including the Property; and

WHEREAS, the Property is currently not serving any University purpose; and

WHEREAS, it was recommended that the Property be either sold with deed restrictions or the building be leased to a non-University entity; and

WHEREAS, the University has issued a Request for Proposals (“RFP”) to identify an entity to lease, renovate and reuse the property and proposals are due on January 20, 2020; and

WHEREAS, should the University not identify a lessee through the RFP, it is in the best interest of the University to sell or otherwise dispose of the property in a timely manner to minimize any additional deferred maintenance; and

WHEREAS, sale or other disposition of the property would generate revenues, reduce operating and maintenance costs, and be consistent with the goals of the University’s “Fearlessly First” Strategic Framework.

NOW THEREFORE, BE IT RESOLVED, that the Ohio University Board of Trustees, hereby declares the Property to be surplus property.

BE IT FURTHER RESOLVED, provided the University is unable to lease the property through the current RFP process, that the President or his designee is hereby authorized to negotiate, evaluate, and otherwise transact, including but not limited to the execution of all necessary documents, the required parcel splits and disposition of the real property consistent with the requirements of Ohio law regarding the disposal, sale or other disposition of Ohio University’s real property.

BE IT FURTHER RESOLVED, that any disposition of the Property should include deed restrictions to ensure its use is limited to those that are compatible with the mission and strategy of the University.

Committee Chair Goodman motion that the Board approve this resolution; Trustee Viehweger provided a second; Chair Scholl called for a vote; the resolution passed unanimously.
Committee Chair Goodman stated that there were no further resolutions and no consent agenda items from the Governance and Compensation Committee.

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

Chair Scholl thanked the Committee.

**Executive Committee**

Yesterday morning, the Executive Committee met. We discussed a number of topics including a new periodic report to be developed related to Real Estate Public Private Partnerships and development and execution of The University-wide Marketing Plan, the status of an executive search in enrollment management, appointment of Trustee Cary Cooper to The Ohio University Foundation Board of Trustees, Ranking of US News & World Report Online Masters Programs, Inter-collegiate Athletics, an update on student discipline matters, and voluntary early retirement programs.

There were no resolutions or consent agenda items from the Executive Committee.

That concludes my report of the Executive Committee.
Consent Agenda
Chair Scholl stated that the Board had a modified Consent Agenda which retains the following resolutions:

CONSENT RESOLUTION New Program PCOE Early Childhood & Elementary Education
CONSENT RESOLUTION New Program CHSP Athletic Training
CONSENT RESOLUTION Name Change COMM Applied Communication
CONSENT RESOLUTION Name Change HCOM Family Medicine
CONSENT RESOLUTION Program Reviews VOIN Environmental Studies
CONSENT RESOLUTION Department Abolishment HCOM Geriatric Medicine

Chair Scholl asked if there was a motion to approve the Consent Agenda. Trustee Coleman motioned to approve the Consent Agenda; Trustee Goodman seconded the motion; Chair Scholl called for a vote; the resolution passed with all in favor.
WHEREAS, the Department of Teacher Education in the Patton College of Education is developing a new program Early Childhood and Elementary Education, and

WHEREAS, the proposed degree program was presented to the University Curriculum Council in December 2019, and

WHEREAS, the program will replace the Early Childhood Education program which is no longer permitted to offer licensure per Ohio 132nd General Assembly Senate Bill 216 starting in the 2020-21 academic year, and

WHEREAS, the program prepares teacher candidates to work with children ages 3 to grade 5, and

WHEREAS, the 125-credit hour program provides intensive and sustained clinical experiences paired with integrative coursework with emphasis on developmentally appropriate practices, inclusive environments, and critical pedagogy, and

WHEREAS, the program will be supported by the resources currently utilized in Early Childhood Education.

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees of Ohio University hereby approves establishing the Bachelor of Science in Education in Early Childhood and Elementary Education in the Department of Teacher Education in the Patton College of Education.
WHEREAS, the School of Applied Health Sciences and Wellness in the College of Health Sciences and Professions is transitioning its athletic training degrees as mandated by the Commission on Accreditation of Athletic Training Education, and desires to establish the Doctor of Athletic Training, and

WHEREAS, the proposed degree program completed University Curriculum Council approval in November 2019, and

WHEREAS, the online degree consists of either an advanced clinical practice track or a clinical research track encompassing a minimum of 42 credit hours over four semesters with an option to receive a Clinical Informatics certificate, and

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees of Ohio University hereby approves establishing the Doctor of Athletic Training in the School of Applied Health Sciences and Wellness in the College of Health Sciences and Professions.
SCRIPPS COLLEGE OF COMMUNICATION

NAME CHANGE FOR THE

BACHELOR OF SCIENCE IN APPLIED COMMUNICATION

RESOLUTION 2020 – 3822

WHEREAS, the Scripps College of Communication supports a name change for the Applied Communication major to the Communication major, and

WHEREAS, the Scripps College of Communication will continue to award students a Bachelor of Science in Communication upon degree completion, and

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

WHEREAS, the program curriculum includes both applied and theoretical coursework, and the name change is a better representation of the curriculum and program aims, and

WHEREAS, prospective students struggle to understand the “Applied” prefix, and similar programs nationwide are commonly titled “Communication”, and

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

NOW THEREFORE, BE IT RESOLVED that the major in Applied Communication be renamed Communication.
HERITAGE COLLEGE OF OSTEOPATHIC MEDICINE

NAME CHANGE FOR THE
DEPARTMENT OF FAMILY MEDICINE

RESOLUTION 2020 – 3823

WHEREAS, the Heritage College of Osteopathic Medicine supports a name change for the Department of Family Medicine to the Department of Primary Care, and

WHEREAS, the proposed name change aligns with the Commission on Osteopathic College Accreditation Standards, and

WHEREAS, the proposed name change supports the college’s mission of educating physicians with emphasis on primary care and engagement in focused research within Appalachian and urban communities in Ohio, and

WHEREAS, the proposed name change will have positive impacts on faculty, staff, and students with improved efficiency, communication and support of collaboration, and

WHEREAS, the proposed name change will not affect business continuity, and department functions and processes will remain unchanged.

NOW THEREFORE, BE IT RESOLVED that the Department of Family Medicine in the Heritage College of Osteopathic Medicine be renamed the Department of Primary Care.
HERITAGE COLLEGE OF OSTEOPATHIC MEDICINE

ABOLISHMENT OF THE

DEPARTMENT OF GERIATRIC MEDICINE/GERONTOLOGY

RESOLUTION 2020 – 3824

WHEREAS, the Heritage College of Osteopathic Medicine supports abolishment of the Department of Geriatric Medicine/Gerontology, and

WHEREAS, the request for abolishment follows the recommendation of college leadership which has been through consultation and review by the Association of American Medical Colleges, and

WHEREAS, there are no faculty in the department nor are faculty specializing in geriatric medicine/gerontology required by college accreditors, and

WHEREAS, education of physicians in care of an aging population remains an important component of primary care training, and

WHEREAS, the abolishment will not affect the college curriculum or operations.

NOW THEREFORE, BE IT RESOLVED that the Department of Geriatric Medicine/Gerontology in the Heritage College of Osteopathic Medicine be abolished.
MAJOR, DEGREE, AND COLLEGE PROGRAM REVIEWS

RESOLUTION 2020 – 3825

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

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

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

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

Voinovich School of Leadership and Public Affairs
  • Environmental Studies
Chair Scholl asked VP Sayres to share her presentation of the College Credit Plus program.

Communications, Petitions, and Memorials

Adjournment

Chair Scholl asked Secretary Moore to announce the date and location of the next meeting of the Board of Trustees. Secretary Moore reported that the Board of Trustees will meet on Thursday and Friday, January 16th and 17th, 2020 in Walter Hall on the Athens OH campus.

Chair Scholl adjourned the meeting at 10:24am.
A. OVERVIEW

Purpose
This Investment Policy Statement establishes the investment objectives, policies, and guidelines for the administration and investment of the Endowment and Century Bond portfolios. All interested parties, including trustees, staff, and external agents, shall adhere to the investment policies and guidelines set forth in this Investment Policy Statement.

Scope
The investment portfolios listed below will be managed in accordance to this Investment Policy Statement.

Endowment portfolio – This portfolio is comprised of The Ohio University (“University”) and The Ohio University Foundation (“Foundation”) endowments and quasi-endowments, as well as a portion of University and Foundation working capital.

Century Bond portfolio – This portfolio is comprised assets held by the Century Bond Program.

Fiduciary Duty
In seeking to attain the objectives set forth in this Investment Policy Statement, all fiduciaries shall exercise the utmost prudence and care at all times. All investment actions and decisions must be based solely in the best interest of the investment portfolios. Fiduciaries must provide full and fair disclosure of all material facts regarding any potential risks and conflicts of interests.

B. ROLES AND RESPONSIBILITIES

Board of Trustees
The University’s Board of Trustees has entrusted the oversight of the Endowment and Century Bond portfolios to the Investment Committee of the Foundation (“Investment Committee”). The key duties of the University’s Board of Trustees are as follows:

- Delegate oversight of the investment portfolios to the Investment Committee.
- Review and approve the Investment Policy Statement.
- Receive annual reports from the Investment Committee on portfolio performance.
Investment Committee
The Investment Committee is a standing committee that is authorized to engage in activities necessary and appropriate to successfully manage the investment portfolios and fulfill their fiduciary responsibility. The key duties of the Investment Committee are as follows:

- Review and approve the Investment Policy Statement.
- Establish acceptable objectives and risk tolerances.
- Appoint, retain, or dismiss external agents.
- Review and approve asset allocation targets and permissible ranges.
- Report investment results to the University Board of Trustees and Foundation Board.
- Review and evaluate performance against relevant benchmarks and peer institutions.
- Delegate responsibilities associated with the investment and reinvestment of assets as needed.
- Hold sufficient number of in-person and telephonic meetings, but not less than four annually, to provide effective administration and oversight of the investment portfolios.

Investment Staff
The investment staff is accountable for the daily management of the investment portfolios. The key duties of investment staff are as follows:

- Review, recommend, and update approved changes to the Investment Policy Statement and asset allocations targets and permissible ranges in conjunction with investment consultant.
- Source, evaluate, and recommend traditional and alternative investments in conjunction with investment consultant.
- Conduct due diligence on traditional and alternative investments.
- Monitor and report on traditional and alternative investments.
- Execute approved actions and rebalancing in conjunction with investment consultant.
- Prepare and present investment reports in conjunction with investment consultant.
- Serve as primary contact for Investment Committee and external agents.

External Agents
The Investment Committee will delegate certain functions to external agents when deemed most prudent and appropriate. In performing a delegated function, the external agent owes a duty to the University and Foundation to exercise the utmost care, skill, and diligence related to the scope and terms of the delegation. A representative list of external agents is as follows:
Investment Manager – An investment manager will manage assets in accordance with the Investment Policy Statement and their respective mandate. The Investment Committee may terminate an investment manager at any time. The key duties of an investment manager are as follows:

- Exercise discretion in regards to buying, holding, or selling assets.
- Provide performance reporting on regular basis, preferably monthly, but not less than quarterly.
- Notify all interested parties of any material changes, including ownership, philosophy, strategy, financial condition, personnel, etc.
- Provide relevant market information and investment research as requested.
- Report to Investment Committee, investment consultant, and investment staff as requested.
- Vote proxies promptly and in the best interest of the investment portfolios (except for mutual funds, ETFs/ETNs and commingled funds).

Custodian – A custodian is responsible for the safekeeping of assets and other administrative tasks. The key duties of a custodian are as follows:

- Provide recordkeeping and reporting.
- Collect investment income and principal.
- Trade receipt, capture, and settlement.
- Administer corporate actions, proxy voting, and class actions.

Investment Consultant – An investment consultant will provide advice and services for the investment portfolios consistent with the investment policies and guidelines set forth in this Investment Policy Statement and their respective Investment Advisory Agreement. On a periodic basis, but no less than every four years, the Investment Committee will review and evaluate the appropriateness and effectiveness of an investment consultant in fulfilling their responsibilities. The key duties of an investment consultant are as follows:

- Review, recommend, and update asset allocation targets and permissible ranges.
- Source, evaluate, and recommend traditional and alternative investments.
- Conduct initial and ongoing due diligence for all investments.
- Monitor and report on all investments, including monthly flash and quarterly report.
- Recommend portfolio rebalancing transactions as appropriate.
- Review, recommend, and update approved changes to the Investment Policy Statement.
- Work with investment staff to execute approved transactions.
• Review, recommend, and update benchmarks for all investments.
• Prepare and present investment reports for Investment Committee meetings.
• Conduct custodian search and benchmarking when requested.
• Act as an extension of investment staff to help manage back office tasks.

C. OBJECTIVES

Return
Endowment Portfolio – The long-term objective is to achieve a total return averaging at least the sum of the spending rate, administrative fee, and inflation. A total return in excess of this amount will provide for long-term growth of the portfolio. The Investment Committee will aim to achieve its return goal while maintaining acceptable risk levels, preserving capital, and reducing volatility through portfolio diversification. Overall, this portfolio will be managed to meet the following objectives:

• Obtain an annualized nominal return greater than or equal to the long-term return objective.
• Attain a nominal return greater than or equal to a weighted composite or policy index.
• Achieve intergenerational equity in order to preserve equity among generations.

Century Bond Portfolio – The long-term objective is to maximize total return. The Investment Committee will aim to achieve its return goal while maintaining acceptable risk levels, preserving capital, and reducing volatility through portfolio diversification. Overall, this portfolio will be managed to meet the following objectives:

• Attain a nominal return greater than or equal to a weighted composite or policy index.
• Ensure the Century Bond Debt Reserve Fund has sufficient assets to repay principal at maturity.

Risk
The focus will be on total portfolio risk, not risk related to a specific asset class or category. The total portfolio risk of each portfolio will be managed within prudent risk limits, subject to the asset class targets set by the Investment Committee. The goal is to achieve superior risk-adjusted returns. The portfolio risk of each portfolio will be monitored on an ongoing basis.
D. SPENDING

General

Endowment Portfolio – Refer to the Foundation’s Spending Policy for further information.

Century Bond Portfolio – The purpose of the Century Bond portfolio is to support the University’s capital improvement projects.

Spending Formula

Endowment Portfolio – Refer to the Foundation’s Spending Policy for further information.

Century Bond Portfolio – Spending is not based on a prescribed formula like the Endowment, as it is more dependent on the timing and amount of capital improvement projects, interest payments, and Century Bond Internal Bank liquidity as approved by the University Board of Trustees.

E. ASSET ALLOCATION AND MANAGER STRUCTURE

Asset Allocation Policy

Asset allocation is a key determinant of returns over the long-term. Therefore, asset allocation decisions for the portfolios will be based on a comprehensive asset allocation study. The asset allocation study will incorporate the expected return, risk, and correlation of eligible asset classes, as well as the overall expected return and risk of various model portfolios of these asset classes. The expected return and risk of the model portfolios will be evaluated in terms of their ability to best meet the portfolios long-term objectives. Based upon this analysis, an asset allocation policy with permissible percentage targets and ranges for each eligible asset class will be established for the portfolios. The asset allocation policy will be reviewed at least annually with a more comprehensive review every three to five years. For an illustration of the current asset allocation policy ranges for the investment portfolios refer to Appendices A and B, respectively.

Asset Categories

Investments will generally fall into one of four asset categories. Each category serves a specific role within a portfolio. An allocation to all four categories can provide diversification to major market risk factors while establishing a simple framework to review the exposures within the portfolio. The categories are as follows:
Global Equity – Intended to be the primary source of long-term capital appreciation for the portfolio. While this category has higher expected returns than fixed income, it also has higher expected volatilities. Sub-categories include public and private equity, as well as hedged equity.

Global Fixed Income – Intended to offset the volatility of equities, particularly during market downturns, as well as provide deflation protection. This category is comprised primarily of fixed income securities, which are categorized as interest rate sensitive and credit sensitive. Sub-categories include both public and private debt.

Real Assets – Intended to insulate the portfolio from inflation shocks and to provide a source of non-correlating returns with other asset categories. This category consists of both public and private investments in real estate, natural resources (e.g., energy, agriculture, timber), and infrastructure (e.g., power generation, mid-stream energy and Master Limited Partnerships “MLPs”).

Diversifying Strategies – Intended to provide diversification from systematic market risk, with the primary determinant of returns typically derived from manager skill (alpha) rather than the market (beta). Sub-categories may include liquid, semi-liquid, and illiquid non-directional strategies that seek low correlations to the public equity and fixed income markets.

Diversification
The investment portfolios will be invested across a broad range of asset classes and investment managers to reduce overall risk and stabilize returns. A globally diversified portfolio, with uncorrelated returns from various assets should reduce the variability of returns across time.

Rebalancing
In general, the asset allocation should track the targets set by the Investment Committee. However, there may be times that allocations differ from targets, but within ranges, for various reasons, including market fluctuations, moving to new targets over time, and tactical decisions based on valuations, risks, and opportunities. In addition, alternative asset classes may require a longer period of time to achieve target allocations.

The investment consultant and staff will monitor the asset allocation for the portfolios and attempt to stay within the permissible ranges for each asset category set forth in Appendices A and B. The need for rebalancing should be addressed at least quarterly, or more frequently if warranted by events. Rebalancing should be done only after considering the effect that transaction costs, liquidity
considerations, and market impact will have on the overall portfolios. Whenever possible, portfolio cash should be used to rebalance in a cost effective manner. If the portfolios are close to or outside of the permissible ranges, the investment consultant and staff will develop a plan of action to rebalance.

In the event that the Foundation receives a gift that is determined by the Foundation’s leadership to be transformational, the investment of such funds into the endowment investment portfolio shall be done deliberately over the course of one year, but not in less than two quarterly installments. The determination of what constitutes a transformational gift shall be made by the Foundation leadership, but shall be a minimum of 5% of the corpus of the fund at the end of the month in which the funds are received.

Liquidity
The portfolios have a long-term investment horizon with relatively modest liquidity needs. For this reason, the portfolios can tolerate short and intermediate term volatility, providing that the long-term returns meet or exceed objectives. Accordingly, the portfolios may take advantage of less liquid investments, including hedge funds, private equity, private debt, and private real assets, which typically offer higher risk-adjusted returns. To ensure adequate liquidity for distributions and rebalancing purposes, the investment consultant and staff will monitor the liquidity of both portfolios taking into account the overall liquidity needs of the University.

Manager Structure
The assets in each asset class will be invested in accounts managed by third party investment managers. Investment managers of varying types and styles (e.g., SMAs, ETFs, mutual funds, commingled funds, growth, value, active, passive, etc.) may be employed within each asset class. Multiple investment managers may be utilized within an asset class. In highly efficient areas of the capital markets, the investment committee will consider using index funds and other structured strategies (e.g., smart beta, enhanced indexes, factor strategies, etc.). The investment manager’s strategy will be evaluated regarding its effectiveness in complementing the portfolio’s other investment managers in order to achieve the desired result.

F. PORTFOLIO MONITORING
The Investment Committee will monitor and review investment performance on an ongoing basis. Performance results for each asset class and investment manager will be included in the quarterly report to the Investment Committee. The investment managers will be evaluated based
on longer-term performance or full market cycles to avoid variations in performance due to short-term volatility. The investment managers will be assessed based on the following criteria:

- A market index most closely matched to the investment manager’s respective mandate.
- A peer comparison of investment managers may also be utilized.
- Material changes to an investment manager’s fees, firm, philosophy, strategy, and personnel.
- Performance will be evaluated over a three to five year time horizon. However, shorter-term results will be monitored on a regular basis and earlier action may be taken.
- Compliance with the Investment Policy Statement and respective mandate.
- Any other relevant information, including effective correspondence.
G. ACKNOWLEDGEMENT

We recognize the importance of adhering to the mission and strategy detailed in this policy. We agree to work to fulfill the objectives stated herein, within the guidelines and restrictions, to the best of our ability. We acknowledge that open communications are essential to fulfilling this mission, and therefore, recognize that suggestions regarding appropriate adjustments to this policy or the manner in which investment performance is reviewed are expected.

__________________________________________  _________________________  
Ohio University Foundation                        Date

__________________________________________  _________________________
Fund Evaluation Group, LLC                        Date
## H. APPENDIX A – ASSET ALLOCATION FOR ENDOWMENT PORTFOLIO

<table>
<thead>
<tr>
<th>ASSET CATEGORY</th>
<th>TARGET ALLOCATION</th>
<th>ALLOWED RANGES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GLOBAL EQUITY</strong></td>
<td>30-70%</td>
<td></td>
</tr>
<tr>
<td><em>Public Equities</em></td>
<td></td>
<td></td>
</tr>
<tr>
<td>U.S.</td>
<td>17%</td>
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</tr>
<tr>
<td>International Developed</td>
<td>13%</td>
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<tr>
<td>Emerging Markets</td>
<td>4%</td>
<td>0-15%</td>
</tr>
<tr>
<td>Global Equity</td>
<td></td>
<td>0-15%</td>
</tr>
<tr>
<td><em>Hedged Equity</em></td>
<td>5%</td>
<td>0-10%</td>
</tr>
<tr>
<td><em>Private Equity</em></td>
<td>16%</td>
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<tr>
<td><strong>GLOBAL FIXED INCOME</strong></td>
<td>10-40%</td>
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<tr>
<td><em>Interest Rate Sensitive</em></td>
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<td></td>
</tr>
<tr>
<td>Core (Investment Grade)</td>
<td>10%</td>
<td>5-40%</td>
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<tr>
<td>Inflation Protected (TIPS)</td>
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<td>0-20%</td>
</tr>
<tr>
<td>Cash</td>
<td></td>
<td>0-20%</td>
</tr>
<tr>
<td><em>Credit Sensitive</em></td>
<td></td>
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<tr>
<td>Liquid</td>
<td></td>
<td>0-15%</td>
</tr>
<tr>
<td>Private Debt</td>
<td>10%</td>
<td>0-10%</td>
</tr>
<tr>
<td><strong>REAL ASSETS</strong></td>
<td>10-30%</td>
<td></td>
</tr>
<tr>
<td><em>Real Estate</em></td>
<td>0-15%</td>
<td></td>
</tr>
<tr>
<td>REITs</td>
<td>3%</td>
<td>0-10%</td>
</tr>
<tr>
<td>Private Real Estate</td>
<td>5%</td>
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<tr>
<td><em>Natural Resources</em></td>
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</tr>
<tr>
<td>Commodities</td>
<td></td>
<td>0-10%</td>
</tr>
<tr>
<td>Private Energy</td>
<td>5%</td>
<td>0-8%</td>
</tr>
<tr>
<td><em>Infrastructure</em></td>
<td>0-10%</td>
<td></td>
</tr>
<tr>
<td>Public NR/Infrastructure</td>
<td>4%</td>
<td>0-10%</td>
</tr>
<tr>
<td>Private NR/Infrastructure</td>
<td></td>
<td>0-8%</td>
</tr>
<tr>
<td><strong>DIVERSIFYING STRATEGIES</strong></td>
<td>8%</td>
<td>0-30%</td>
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</tbody>
</table>
### I. APPENDIX B – ASSET ALLOCATION FOR CENTURY BOND PORTFOLIO

<table>
<thead>
<tr>
<th>ASSET CATEGORY</th>
<th>TARGET ALLOCATION</th>
<th>ALLOWED RANGES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GLOBAL EQUITY</strong></td>
<td>30-70%</td>
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</tr>
<tr>
<td>Public Equities</td>
<td>20-60%</td>
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<tr>
<td>U.S.</td>
<td>21%</td>
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<td>International Developed</td>
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<tr>
<td>Emerging Markets</td>
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<td>0-15%</td>
</tr>
<tr>
<td>Global Equity</td>
<td></td>
<td>0-15%</td>
</tr>
<tr>
<td>Hedged Equity</td>
<td>5%</td>
<td>0-10%</td>
</tr>
<tr>
<td>Private Equity</td>
<td>12%</td>
<td>0-20%</td>
</tr>
<tr>
<td><strong>GLOBAL FIXED INCOME</strong></td>
<td>10-40%</td>
<td></td>
</tr>
<tr>
<td>Interest Rate Sensitive</td>
<td>5-40%</td>
<td></td>
</tr>
<tr>
<td>Core (Investment Grade)</td>
<td>14%</td>
<td>5-40%</td>
</tr>
<tr>
<td>Inflation Protected (TIPS)</td>
<td></td>
<td>0-20%</td>
</tr>
<tr>
<td>Cash</td>
<td></td>
<td>0%-20%</td>
</tr>
<tr>
<td>Credit Sensitive</td>
<td>0-20%</td>
<td></td>
</tr>
<tr>
<td>Liquid</td>
<td></td>
<td>0-15%</td>
</tr>
<tr>
<td>Private Debt</td>
<td>6%</td>
<td>0-10%</td>
</tr>
<tr>
<td><strong>REAL ASSETS</strong></td>
<td>10-30%</td>
<td></td>
</tr>
<tr>
<td>Real Estate</td>
<td>0-15%</td>
<td></td>
</tr>
<tr>
<td>REITs</td>
<td>3%</td>
<td>0-10%</td>
</tr>
<tr>
<td>Private Real Estate</td>
<td>3%</td>
<td>0-6%</td>
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<tr>
<td>Natural Resources</td>
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<tr>
<td>Commodities</td>
<td></td>
<td>0-10%</td>
</tr>
<tr>
<td>Private Energy</td>
<td>3%</td>
<td>0-8%</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>0-10%</td>
<td></td>
</tr>
<tr>
<td>Public NR/Infrastructure</td>
<td>3%</td>
<td>0-10%</td>
</tr>
<tr>
<td>Private NR/Infrastructure</td>
<td></td>
<td>0-8%</td>
</tr>
<tr>
<td><strong>DIVERSIFYING STRATEGIES</strong></td>
<td>10%</td>
<td>0-30%</td>
</tr>
</tbody>
</table>
Chair Scholl called the meeting to order at 7:35am.

Present: Chair David Scholl; Trustees Steve Casciani, Cary Cooper, Matthew Evans, Victor Goodman, Eileen Sheil, Viehweger; Student Trustees Austin McClain and Justin Kelley, President Duane Nellis, Executive Vice President’s Deb Shaffer and Chaden Djalali, General Counsel Barb Nalazek, and Board Secretary David Moore.

The Executive Committee discussed a number of topics including a new periodic report to be developed related to Real Estate Public Private Partnerships and development and execution of The University-wide Marketing Plan, the status of an executive search in enrollment management, appointment of Trustee Cary Cooper to The Ohio University Foundation Board of Trustees Additionally, the Trustees discuss the ranking of US News & World Report Online Masters Programs, Inter-collegiate Athletics, student discipline, and voluntary early retirement programs.

There were no resolutions or consent agenda items from the Executive Committee.

Chair Scholl adjourned the meeting at 10:50 am.
Ohio University Board of Trustees
Integrated Strategies Update Meeting
January 16, 2020

Board Chair Dave Scholl called the meeting to order. Vice Chair Coleman opened the Joint Committee session. Also present were Trustees Steve Casciani, Cary Cooper, Matthew Evans, N. Victor Goodman, and Eileen Sheil, Alumni Representative Casey Christopher, National Trustee Anna Harvey, Student Trustees Justin Kelley and Austin McClain, Faculty Representatives Sara Helfrich and Susan Williams, President Nellis, and Board Secretary Moore.

- Review of Fearlessly First – Strategic Framework

President Nellis opened the Committee session by reviewing the Fearlessly First framework and the eleven strategic initiatives being undertaken to reshape OHIO in response to the changing higher education landscape. President Nellis emphasized the roles and accountability of leadership and the Board in reimagining the enterprise while preserving financial stability and ensuring a sustainable future as a relevant, 21st century institution. This integrated presentation is a compilation by the University’s leadership, addressing several strategic initiatives, enrollments and multi-year budget impact.

- Enrollments, FY20 Financial Forecast & Budget Update FY21

SVP Shaffer reminded the trustees that the university has a strong balance sheet and ratios providing a position of financial strength to address today’s pressures and challenges. The reserves of the university are managed in discrete buckets, ensuring adequate balances have been set aside for endowed assets and long-term debt obligations and provide liquid resources for strategic activities.

The current FY20 forecast reflects a $13.5M use of overall reserves versus the budgeted use of $26.2M, a reduction in projected FY20 reserve use of $10M+ (does not include any estimates yet on the VSRP / ERIP plans discussed at this meeting). This was driven by a significant action taken last Fall to contain expenditures and buoy reserves was to eliminate university-wide vacant positions with corresponding reductions in unit base budgets. Position hiring requests are now managed for approval through a hiring review process led by the President, EVPP and SVP.

EVPP Djalali reminded the Trustees of the activities of the SEEC, Strategic Executive Enrollment Committee, to analyze and oversee the University’s enrollment planning. Interim Vice Provost for Enrollment Management Candace Boeninger provided an update on the Fall 2019 enrollments noting a 5.2% decline over the previous Fall. Lower enrollments have impacted Athens undergraduate (UG) credit hour production, contributing to a downward trend of 11.7% from Fall 2016 to 2019 with 4-year trends varying by college. Several factors impacting overall enrollments include the increase in early and
on-time graduations as well as the decline in new and transfer enrollments. Preliminary Spring 2020 enrollments reflect a 6.2% lag over Spring 2019 at this same time.

Interim VPEM Boeninger provided an update on the Fall 2020 enrollment cycle, noting current milestones and Fall 2020 acceptances are up over prior years following the December 1 early action deadline. February 1 is the regular application deadline with financial aid packages to be sent in mid-February. As the May 1 acceptance reply deadline and summer approach, families and students will be adjusting their choices as scholarship awards are considered. This enrollment cycle is expected to yield new competitive pressures. Boeninger noted that the possibility of ‘poaching’ students across institutions looms larger than in the past due to easing of regulations but assured the Trustees that the enrollment team is continuously monitoring the activities.

Trustees discussed the competitive enrollment environment and how success might be achieved through targeted aid assistance and awards. Boeninger advised that student surveys are conducted as to why students do not choose OHIO and stressed the awarding of aid is a nuanced art. There are many variabilities across the state which impact individual institutions’ success in leveraging aid - chasing any one institution’s method or model is not a successful strategy. OHIO’s financial aid leveraging strategy is being modeled with the assistance of external consultants.

SVP Shaffer reminded that the primary driver for tuition, fees and SSI revenue is budgeted enrollments. Based on the work of the SEEC the current long-term enrollment forecasts versus the enrollment projections shared with the Board in June have been recast downward for each student demographic. Undergraduate enrollment declines are unchanged from the projections discussed at the October meeting, reflecting approximately 1,700 fewer headcount in FY24 than FY19. The FY24 revenue projection is flat with FY19, but revenues projected for FY24’s lower enrollments are based on attaining a higher mix of non-resident enrollments.

Graduate enrollment projections are lower than shared in June. College of Business Dean Hugh Sherman shared that the revised SEEC graduate projections reflect a flattening out with no new growth in traditional programs and slight growth for online and professional programs that are already in development. No enrollments are forecast for new programs on the horizon which have not yet been approved for development. The traditional graduate programs on the Athens campus do not contribute monetarily to revenues since tuition is typically offset by fee waivers for student teaching and research assistantships. The opportunity for graduate enrollment growth is in professional graduate programs, nationally a highly competitive area which has experienced significant growth over the last 3 years. Online program managers like Pearson are losing money because of their massive new program development efforts. Industry vendors are emerging in the marketplace and working with progressive institutions on programs in demand.

Dean Sherman stated the graduate enrollment forecast is cautiously conservative. OHIO has applied aggressive contract management, renegotiating terms for sharing revenue and the costs of marketing and development when working with on-line program managers (OPM). Vendor programs have proliferated due to academic institutions’ reluctance to invest internally on development of professional
and online / hybrid graduate programs. Dean Sherman provided the Trustees with some specific details regarding the College of Business’s (CoB) experiences with program content vendors, noting that the CoB works closely with OPM vendors to control content and marketing. CoB’s professional programs are successful due to the college’s great connection with employers and the flexible and high caliber programs offered. Program quality is ensured by only utilizing top teaching faculty, advisors and continuous engagement of students through technology and valuable experiential learning opportunities. Dean Sherman shared that employers are exhibiting increased skepticism regarding the types and quality of educational benefits they are willing to absorb for their employees.

SVP Shaffer discussed other pressures and challenges to the FY21-26 multi-year budgeting including the impact of accelerated graduation rates and declining enrollments on the current and future UG SSI projections, slower realization of new program enrollments and revenues by the colleges, and plans for continued investments in student aid and other targeted areas.

- **Levers: Immediate and Short-Term Responses to Budget Challenges**

SVP Shaffer reviewed the base budget actions that have been taken since FY17 as well as actions under consideration to address the projected budget deficits. She reinforced leadership’s commitment to work toward the goal to use reserves at no more than the $65M originally approved by the Board.

Several actions have been taken in the area of personnel costs. The President, EVPP and SVP have instituted a weekly Hiring Review meeting to review and prioritize positions approved for hire. To provide leadership with another lever to right-size units for structural efficiency, at this meeting the Board will be asked to authorize the offering of targeted early retirement incentive plans to custodial staff and voluntary separation or retirement plans to eligible faculty. Upon authorization from the Board, plan details will be finalized and eligible faculty and staff will be offered the opportunity to participate in their applicable plan.

Other efficiency actions being considered to reduce or contain costs include optimizing service areas like marketing / communication, employee services and others for efficiencies / redundancies; reinstituting and strengthening adherence to institutional spending guidelines; and instructional efficiencies such as continued examination of duplication of course sections across the institution, low enrollment courses and programs, and times and methods for offering courses. Healthcare strategy is being reviewed for plan design efficiencies by HR, the Deans from HCOM and CHSP, and external partners.

- **Marketing & Branding Update**

Vice President for University Communication and Marketing Robin Oliver discussed the University’s market research project undertaken last year with Edelman Research. A competitive landscape analysis was conducted between September and November 2019. Internal and external audiences were surveyed online regarding priorities for decision making associated with undergraduate education and choices. Survey audiences were comprised of both traditional and non-traditional prospective students and
parents, current students, alumni and faculty/staff. VP Oliver discussed the final report’s summary findings and highlighted some takeaways and opportunities:

- Top college and university decision criteria for students and families were safety, affordability, and good value of the investment; parents also prioritized high job placement rate after graduation
- There is a preference for in-state public institutions, especially among non-traditional students
- Awareness ratings of OHIO versus UC, OSU, and Miami, for the Top 10 Consideration Factors for selection of an institution reflected:
  - Among external audiences, there was low connectivity of OHIO to several specific consideration factors; this could be attributed to OHIO’s absence of brand marketing
  - Among internal audiences, the higher connectedness reflected in the ratings underscored the strong positivity of alumni, current students and those with OHIO knowledge
- Alumni are a key resource in providing strong favorable messaging

VP Oliver noted that the survey audience sample sizes, 600 external and 249 internal, were considered appropriate for the type of surveying, although OHIO’s alumni participation was deemed a bit lower than expected. The research results are not surprising and highlight the opportunity to raise awareness through articulating our brand. This Spring, UCM efforts will focus on brand development, commencing when an agency partner is selected following the RFP process. A Communication and Marketing Plan is also currently underway and will involve campus, leadership and members of the Board.

- **OHIO Guarantee+**

Information on OHIO Guarantee+, the expansion of the OHIO Guarantee program, was released this week. The expansion builds on the original OHIO Guarantee’s comprehensive fixed tuition and fees program with additional components to be rolled out over the next three years. First is the Graduation Plan, a mutual commitment to finish on time and on plan. The student commits to the plan up front and the university commits to providing the necessary offerings for each student’s college career, beginning to end and both in the classroom and experiential learning experiences, that allow for their on-time graduation. The Graduation Plan component will be rolled out over the next three years with each new incoming cohort. The second component, available immediately, provides Lifelong Benefits available to students and alumni including career services, coaching and alumni-only scholarships.

- **One OHIO Update**

One OHIO initiatives continue to move forward, with some initiatives being consolidated into the Strategic Framework’s 11 Strategic Initiatives. University system-wide coordination of schedules and course offerings to all campuses will occur by Spring 2021.

Trustee Scholl noted his appreciation of leadership’s recognition of the critical need to address change and for instilling a sense of teamwork and urgency to bring about bold solutions and innovations.
Reimagine the Academic Enterprise

Chief Strategy and Innovation Officer Brad Cohen discussed activities to date and planned for gathering broad input regarding the Reimagine the Academic Enterprise strategic initiative. This initiative is about redesigning the institution’s structures and processes to meet the expectations of students and changing demands of the marketplace. Opportunities for campus constituents’ participation have included the kick-off at a President’s Breakfast for Progress, the Day of Engagement which garnered participation from 600+ students, faculty and staff, and various online feedback options.

CSIO Cohen reviewed some of today’s higher education realities, expectations and essentials for successfully emerging as a relevant 21st century institution. Additional opportunities for engagement will be offered throughout Spring. Shared governance and institution-wide collaboration will be promoted along with regular communication updates and requests for feedback provided to the campus community.

CSIO Cohen shared that a roadmap to achieving a reimagined institution will be framed by early Fall 2020. Trustee Harvey suggested that in imagining the institution for the future, consideration be given to backward engineering to derive the reimagination roadmap. Cohen assured Trustees that Chief Information Officer, Chris Ament is included in all Reimagine discussions as well as the Digital Transformation initiative, recognizing that technology is driving much of today’s higher education dynamics.
Committee Chair Peggy Viehweger called the meeting to order. Committee members present included Trustee Steve Casciani, Alumni Representative Casey Christopher and Student Trustee Austin McClain. Other board members present included Chair Dave Scholl, Vice Chair Janelle Coleman, Trustee Cary Cooper, Trustee Matthew Evans, Trustee N. Victor Goodman, Trustee Eileen Sheil, National Trustee Anna Harvey, Student Trustee Justin Kelley, Faculty Representative Sara Helfrich, Faculty Representative Susan Williams, President Nellis, and Board Secretary David Moore.

- **Resolution, Investment Policy Statement (IPS)**

Senior Vice President for Finance and Administration Deb Shaffer updated the Trustees on the investment advisor transition to Fund Evaluation Group (FEG) and advised that the Ohio University Foundation Board of Trustees approved the new Investment Policy (New IPS) at their November 8, 2019 meeting. The asset allocation targets and ranges approved by the Foundation Board differ from the allocations included in the IPS reviewed with this Board at the October 2019 meeting. Trustee Scholl noted that he participated in the review and evaluation of several asset allocation options presented to the Investment Committee team. In order to attain rate of return targets, the team selected a slightly more aggressive asset allocation than included with the October draft IPS. SVP Shaffer noted an amended resolution, distributed to Trustees and including specific references to the ‘New IPS’, is presented for board approval.

_Trustee Viehweger made a motion to recommend approval of The Ohio University Foundation Investment Policy Statement (New IPS) resolution to the full board; Trustee Casciani provided a second; the motion was unanimously approved._

- **Resolution, Capital Projects**

Chief Facilities Officer and Senior Associate Vice President Steve Wood provided information for today’s capital project requests for board approval:

- **OU Dublin Medical Education Building 2 (MEB2) Renovation** project will address deferred maintenance needs of building systems, envelope and the existing elevator as well as space improvements for new tenants for $6.8M. SVP Shaffer noted that the timing of these investments to MEB2, several years after the University acquired the building, coincide with the lease terminations of existing tenants.

- **OUL HVAC and Energy Efficiency Improvements Phase I** project will replace building components and install campus wide automation to integrate all systems for $1.73M.
• **Innovation Center Infrastructure Upgrades** project will upgrade building systems, convert and renovate space for tenant usability, and upgrade technology for $1.4M.
• **OUC Stevenson Center Roof Replacement** project will replace and repair roofing systems for $833K.
• **Scripps Hall Ground Floor eSports Renovation** project will create a competitive eSports spaces and facility in Scripps for $650K.
• **OUE Health & Physical Education Center Roof Replacement** project will replace roofing system including skylight removal and flashing repairs for $642K.

Trustee Viehweger made a motion to recommend approval of the Capital Projects resolution to the full board; Trustee Evans provided a second; the motion was unanimously approved.

- **Resolution, HCOM Building Naming**

HCOM Executive Dean Ken Johnson introduced the resolution to name the new medical education facility Heritage Hall, recognizing the college’s ongoing partnership with the Osteopathic Heritage Foundation (OHF). Dean Johnson noted that he and President Nellis have been working with the OHF to leverage the $105 million transformational grant and accelerate the schedule for funding. The grant has enabled the college to expand to Dublin and Cleveland and is now providing funding for the new, state-of-the-art facility on the University’s new Union Street Green.

Vice President Advancement Nico Karagosian noted that the gift amount and building naming fall within the newly approved Naming policy guidelines. VP Karagosian also noted an increased momentum for facility and space naming in accordance with established gift levels.

Trustee Viehweger made a motion to recommend approval of The Heritage College of Medicine Naming of Heritage Hall resolution to the full board; Trustee Coleman provided a second; the motion was unanimously approved.

- **Sustainability Update**

SAVP Wood introduced Director of Sustainability Elaine Goetz to provide an update on University sustainability and climate action issues and goals. Director Goetz reviewed the planning process timeline with upcoming opportunities for vetting of plans prior to final approval in June 2020. Three primary objectives along with the Office of Sustainability’s recommendations are being shared with the Board prior to public vetting:

  • **Issue #1 – Carbon Neutrality date**  OHIO’s target date was initially set for 2075. The Sustainability & Climate Action Plan is in a period of review. Possible pathways forward and costs will be explored. Currently OHIO and UC hold the latest neutrality target dates for Ohio universities at 2075.
    Recommendation – move the Carbon Neutrality date to 2050 with hopes of achieving neutrality earlier.

  • **Issue #2 – 5-year emissions reduction target**  OHIO has experienced a 33% emissions reduction since 2012 base year.
Recommendation – target of 50% emission reduction by FY26.

- Issue #3 – OHIO’s updated Sustainability & Climate Action Plan is comprised of 16 themes/sections with 32 goals. Public vetting period will commence with Spring semester, to be followed by a 3rd revision incorporating input from public forums with final Board approval of the Plan at the June meeting.

  Recommendation – prioritize goals that closely align with Fearlessly First strategic initiatives and finalize Plan for final approval at the June Board meeting.

**Information Items:**

- Treasury Update – materials include information on the Series 2020 debt issuance and the materials from the November 20, 2019 TDAC meeting. The Treasury team continues to advance toward a new money issue of $60M and advance refunding of the Series 2012 and 2013 issuances as authorized by the Board.
  - The refunding will involve taxable debt - all in costs will be < 4% with savings NPV estimated at $11M
  - The issuance will go to market prior to the next board meeting; the new $60M will not negatively impact our ratios
  - Agency ratings will need to be reaffirmed as part of the issuance
- Financial Update – materials for the FY20 forecast and variance explanations
- Facility Project Updates – the information reports for Facility Projects shared as part of each Board agenda
Ohio University Board of Trustees

University Academics and Student Success Committee
Ohio University—Walter Hall 104
Thursday, January 16, 2020

Present:

Committee members: Trustees Cooper, Evans, Goodman, Harvey, Kelley, Sheil

Other members: Trustees Scholl, Casciani, Christopher, Coleman, McClain, Viehweger and President M. Duane Nellis, Executive Vice President and Provost Chaden Djalali, Board Secretary Moore

Committee Chair Cooper called the meeting to order at 1:40 p.m.

Academic Quality—Dashboard

Voinovich School

EVPP Djalali introduced Mark Weinberg, Founding Dean of the Voinovich School of Leadership and Public Affairs. Dean Weinberg introduced Jay Edwards, Majority Whip in the Ohio House of Representatives, to talk briefly about the external impact of the GVS. Dean Weinberg then presented the GVS dashboard (refer to Tab 2 of agenda).

Tasha Werry, Executive Director of Building Bridges to Careers in Washington County, updated the committee on the Building Bridges to Careers program.

Trustee Viehweger asked about the category for the national rankings. Dean Weinberg said the rankings include approximately 400 public policy and public affairs schools. He added that the GVS is now one of the larger programs in the U.S., due partly to the size of its MPA enrollments.

Trustee Evans noted that he recalled talking with the late Senator Voinovich and Dean Weinberg about the work of the GVS and that he was impressed by what they told him. He thanked the GVS and OHIO administration for the outreach to the southeastern Ohio region.
Standing Reports and Updates

Intercollegiate Athletics Update and Dashboard

EVPP Djalali introduced Julie Cromer, Director of Athletics, and Randee Duffy, Senior Associate Director for Student Success, to present a dashboard and update on Intercollegiate Athletics (refer to Tab 3 of agenda).

Committee Chair Cooper asked how the Academic Progress Rate retention scores relate to numbers of students. SAD Duffy replied that the rates take into account only those on aid, not all student athletes, and that five points correlates to approximately two individuals.

President Nellis asked how the greater ease of transferring affects the university’s APR. SAD Duffy answered that transfers out of the institution used to result in a penalty for the institution; now, however, if the transferring student’s GPA is at a certain level, they are still eligible, and they transfer to another four-year institution there is no penalty.

Trustee Casciani asked about the amount spent per year on tutoring. SAD Duffy said the $60,000 is the total amount for the whole Athletics program.

Trustee Goodman asked AD Cromer about the NCAA-approved policy guaranteeing medical independence of decisions on whether to return injured athletes to play. She responded that student athletes’ health is a top priority and that the line of reporting for medical issues is therefore an important priority as well. She added that her department is involving HCOM and CHSP in discussions about this issue. Board Chair Scholl asked what the MAC’s opinion is, and AD Cromer replied that the MAC is supportive philosophically but prefers to allow members institutions latitude in determining lines of reporting to ensure autonomous medical decisions.

Board Chair Scholl asked how student athletes receive guidance and learning opportunities related to career pathways. He added that the Board would welcome future presentations by student athletes sharing their stories. AD Cromer said she would be pleased to incorporate students into the next ICA update. EVPP Djalali emphasized that OHIO’s student athletes also receive all the services of any other student in the university including career resources; he added that if we learn effective new strategies in the services delivered specifically to student athletes we may be able to use that knowledge to improve services to the wider student population.
**Regional Higher Education Alignment**

EVPP Djalali introduced Howard Dewald, Associate Provost for Faculty and Academic Planning, to present an update on the alignment of Regional Higher Education *(refer to Tab 4 of agenda).*

AP Dewald noted a correction to one program assignment listed in the Board materials: the Environmental Engineering Technology program will be moved to the College of Health Sciences and Professions instead of the Russ College of Engineering.

There were no questions about this presentation.

**Remediation Report**

EVPP Djalali introduced Loralyn Taylor, Associate Provost for Institutional Research, to present Ohio University’s Remediation Report *(refer to Tab 5 of agenda).*

Trustee Casciani asked how the determination is made that a student needs to take a remedial course. AP Taylor replied that it is usually determined by having students take placement tests or by their ACT scores. Trustee Casciani asked whether we are evaluating the pluses and minuses of these costs and whether we should be looking at revising our requirements. EVPP Djalali noted that a first principle is access; there is also a moral imperative to ensure that students are able to succeed. AP Taylor added that remediation decisions can be complex for individual student because some may do well in math but need remedial English or vice versa; furthermore, research shows that if we challenge them a high percentage of students can ultimately succeed.

Trustee Viehweger asked whether the university is absorbing some of the cost of remediation and, if so, how. AP Taylor said the university is absorbing a proportion of the cost: She also noted that remedial costs have declined due to initiatives to reduce the need for remediation, such as studying over the summer and retaking courses as well as enrolling students in regular courses and providing them with tutoring, which is a more efficient and effective approach.

Board Chair Scholl noted that these costs are part of the cost of access, and he likened tutoring to a vaccination versus an antibiotic. He asked whether the university is seeing any impact from College Credit Plus. AP Taylor responded that we are required to accept in transfer whatever College Credit Plus-approved courses students may take in the high schools, and we cannot place them down from that. Internal research has not been done to assess whether those students are performing adequately in subsequent college courses, an indication of whether the courses delivered in their high schools have sufficient rigor; however, now that CC+ is becoming more widespread we will begin exploring it.
Board Chair Scholl asked whether there are any student athletes in the group of students taking remedial classes or whether the tutoring provided by the athletics department eliminates the need for it. AP Taylor said she did not know but would look at it. Trustee Coleman noted that we should be careful not to assume the less-prepared students are low-income, and AP Taylor agreed.

Committee Chair Cooper asked whether the realignment of Regional Higher Education currently underway will impact the length of time for regional campuses to get new coursework approved. AP Dewald said this should not be an issue because they will be using the same approval process as the Athens campus, and if anything it may be a bit faster. Committee Chair Cooper said he had heard anecdotal concerns about getting courses approved for employers. Trustee Helfrich said that though this sometimes happens, the holdup is not typically at the university level; she said it usually occurs in the faculty or departmental prep time or, if courses require state approval, in that external process.

Trustee Viehweger noted that none of the courses appeared to be going into the College of Arts and Sciences. AP Dewald replied that the courses in the list provided to the committee are only the ones with non-obvious alignments; he said English courses have already been put into English, etc.

**Consent Agenda & Program Items**

EVPP Djalali introduced items on the consent agenda.

- **Consent Agenda Resolution: New Program—PCOE Early Childhood & Elementary Education** *(refer to Tab 6 of agenda)*.

- **Consent Agenda Resolution: New Program—CHSP Athletic Training** *(refer to Tab 7 of agenda)*.

- **Consent Agenda Resolution: Name Change—COMM Applied Communication** *(refer to Tab 8 of agenda)*.

- **Consent Agenda Resolution: Name Change—HCOM Family Medicine** *(refer to Tab 9 of agenda)*.

- **Consent Agenda Resolution: Program Reviews—VOIN Environmental Studies** *(refer to Tab 10 of agenda)*.

- **Consent Agenda Resolution: Department Abolishment—HCOM Geriatric Medicine & Gerontology** *(refer to Tab 11 of agenda)*.
Board Chair Scholl noted that when program reviews are done, they do not usually seem to address some questions such as durability of demand, and he suggested that this issue should be addressed in all program reviews. AP Taylor said that we have relied on departments to do that research, but that they do not have good data to work with. She added that the university is in the early stages of exploring a free site and a vendor that would provide demographic and market information that could be useful for this purpose.

Trustee Goodman questioned the rationale for abolishing the Department of Geriatric Medicine. HCOM Executive Dean Kenneth Johnson responded that the decision was made as part of a curriculum realignment begun several years ago to move move away from individual departments and instead emphasize a team approach to primary care. He added that interest in geriatric medicine as a specialty area has declined, so faculty are very hard to find and those who do specialize in geriatric medicine typically take high-paying jobs in the health-insurance industry, so we cannot offer competitive salaries. Dean Johnson said that HCOM’s new curriculum structure is designed to prepare adaptive generalists or “comprehensivists,” and it includes increased content related to geriatrics. He said that the solution to the increasing medical demands of an ageing population will not be specialized medicine but rather a team-based approach.

Trustee Coleman moved and Trustee Goodman seconded to move all the consent-agenda items forward to the full Board of Trustees. The motion passed unanimously.

Other Items: Integrated Strategy Update

EVPP Djalali introduced Brad Cohen, Chief Strategy and Innovation Officer, to provide an Integrated Strategy Update.

Trustee Casciani asked about the level of involvement of the information-technology staff in development of the integrated strategy. CSIO Cohen answered that the initiatives are essentially a cross-fertilization of existing initiatives such as Digital Transformation. He said that OIT has so far not been extensively involved, but he has met with RHE’s IT person about the integration. He added that he himself has an extensive IT background that informs his work with the strategy development. President Nellis introduced Chief Information Officer Chris Ament, noting that he is committed to the academic mission, is heading up the Digital Transformation strategy development, and reports through CSIO Cohen.

Trustee Coleman asked how updates will be provided on the strategy-development process. CSIO Cohen stated that Robin Oliver, Vice President for University Communications and Marketing, has been deeply involved and has, mapped out a semester of planned communication around all of the initiatives. He noted that a website for the Strategic Framework is currently up and running, and it provides a persistent opportunity for interested individuals to provide feedback. He added that the
workteam members will have the responsibility to reach out to their constituencies as well, both one on one and in small groups. Events will also be held to both provide and solicit information.

Trustee Harvey asked about the Reimagining process and how we are determining what competencies we want our students to have and how to develop them most efficiently. CSIO Cohen answered that reverse-engineering is a vital approach to determining those competencies. He added that backward design is used by our instructional designers, and units also have their own advisory groups to provide insights into the competencies students need.

Trustee McClain noted that needs are constantly changing, and that it is important to recognize that we will never really “get there” in a permanent sense. CSIO Cohen agreed and said that the question ultimately should be how we can make ourselves into the kind of quick-moving system that can continuously engage in that process and be as adaptive as possible.

There being no further business, Committee Chair Cooper adjourned the meeting at 3:32 pm.
Ohio University Board of Trustees
Compensation and Governance Committee Meeting
Minutes
Thursday, January 16, 2020

Present were the members of the Committee, Chair Goodman; Trustees Cooper, Evans, and Sheil; Student Trustee Kelley; National Trustee Harvey, and Alumni Representative Christopher. Also present were Board Chair Scholl; Trustees Coleman, Viehweger, Casciani, and McClain; President Nellis; Secretary to the Board Moore; Senior Vice President for Finance and Administration and Treasurer to the Board Shaffer; and Interim General Counsel Nalazek.

The meeting was called to order at 4:20 p.m.

1. University Affiliated Entities

Senior Vice President and Treasurer Shaffer presented a report regarding university affiliated entities. The report may be found in the January 2020 Agenda.

Trustee Cooper suggested that the Interlink Alliance generate more activities. Dr. Nellis noted that Ty Carr is the university’s liaison to the Interlink Alliance. Dr. Nellis informed the Committee that the Alliance had a conference at Virginia Commonwealth University two years ago. Dr. Nellis also expressed his hope that the Interlink Alliance, as a partnership among mostly HBCUs and Hispanic-serving institutions, could provide a pathway for alumni of those institutions to the Heritage College of Osteopathic Medicine (“HCOM”) and other Ohio University graduate programs.

Committee Chair Goodman noted that the Policy on Affiliated Entities defines an affiliated entity is a legal entity that is separate from the University. Committee Chair Goodman expressed his opinion that most of the affiliated entities are not sufficiently separate, noting that many are included in the University’s annual audit. Committee Chair Goodman further pointed out that Attorney General Dewine has opined on this subject.

2. Case law update

At the request of Chair Goodman, Interim General Counsel Nalazek presented a case summary of a recent Sixth Circuit decision, Kollaritsch v. Michigan State University Board of Trustees, 944 F.3d 613 (6th Cir. 2019). In that case the court held that for there to be actionable sexual harassment, a plaintiff must show that the school knew about the sexual harassment, that the school responded with deliberate indifference, that that deliberate indifference resulted in further actionable sexual harassment against the plaintiff, which resulted in a Title IX injury.

3. Voluntary Separation Programs

Chief Human Resources Officer Colleen Bendl requested Board of Trustees’ approval to design and execute two voluntary separation programs: (1) the AFSCME Early Retirement Incentive Program for Custodial Staff (the “ERIP”) and (2) the Voluntary Separation or Retirement Plan
for tenured faculty (the “VSRP”). The VSRP is to be available to all tenured faculty except those from HCOM. The ERIP is to be available to custodial staff. The goals of the programs are to maximize voluntary separations from the University and, in turn, mitigate the need for involuntary separations due to budget constraints.

CHRO Bendl reported the University Human Resources (“UHR”) had been working with a third-party consultant, Educators Preferred Corporation (“EPC”), to identify offerings that would maximize faculty participation.

Once details of the ERIP and the VSRP are finalized, CHRO Bendl offered to report to Chair Scholl in advance of implementation. The Office of Legal Affairs will work with UHR to develop official plan documents.

Chair Goodman asked if there was a plan in place to communicate with campus about the ERIP and the VSRP. CHRO informed the Committee that plans are in place send information to the campus community be early February. CHRO Bendl also reported that AFSCME is aware of the plan for the ERIP and has been supportive. Similarly, faculty leadership and deans have been involved in discussions about the VSRP.

Chair Scholl noted his support for moving forward with the programs.

Committee Chair Goodman moved to recommend approval of the resolutions regarding the ERIP and the VSRP to the full Board of Trustees; Trustee Evans seconded the motion; the motion was unanimously approved.

4. Executive Session

Chair Scholl made a motion to move into Executive Session at 4:59 p.m. to consider the compensation of a university employee or official, and to confer with university counsel regarding pending or imminent litigation; Trustee Cooper seconded the motion. There was a roll call vote, and the motion passed with unanimous approval.

At 5:55pm, Committee Chair Goodman made a motion to move out of Executive Session; Trustee Evans seconded the motion; There was a roll call vote, and the motion passed with unanimous approval.

At 6:00pm, Committee Chair Goodman made a motion to move into Executive Session to consider the sale of real property; Trustee Cooper seconded the motion. There was a roll call vote, and the motion passed with unanimous approval.

At 6:06pm, Committee Chair Goodman made a motion to move out of Executive Session; Trustee Evans seconded the motion; There was a roll call vote, and the motion passed with unanimous approval.

Committee Chair Goodman adjourned the meeting at 6:07pm.
Ohio University Board of Trustees

Audit and Risk Management Committee Meeting
Margaret M. Walter Hall, Room 104
January 17, 2020 – 8:30 AM

Present: Acting Audit and Risk Management Committee Steve Casciani, Board Chair Dave Scholl, Board Vice Chair Janelle Coleman, Trustees Peggy Viehweger, Cary Cooper, Matthew Evans and Victor Goodman, National Trustee Anna Harvey, Student Trustees Justin Kelley and Austin McClain, and President Duane Nellis.

Acting Audit and Risk Management Committee Chair Steve Casciani called the meeting to order at 8:32 a.m.

FY 2019 External Audit Update
Keith Martinez and Danny Sklenicka of Plante Moran was present to discuss the FY19 audit. The presentation included: required communications, significant accounting policies, and new accounting pronouncements.

Trustee Goodman inquired about the affiliated entities and Plante Moran’s audit process for those. Mr. Martinez and Ms. Deborah Shaffer, Vice-President for Finance and Administration, responded to the questions.

Additionally, Trustee Cooper asked for clarification on GASB 84. Mr. Sklenicka responded to the question.

Mr. Martinez reflected on this being the last audit of the contract period and thanked the Board and management for the positive 12 years. Trustee Casciani thanked Plante Moran and Trustee Scholl stated that the Foundation as well was grateful to Plante Moran for their strong efforts.

Chief Audit Executive Report
Jeff Davis, Chief Audit Executive discussed the FY20 audit plan. An audit was recently completed for the University Airport - business operations and IT General Controls. Audits are currently underway for the Chillicothe Regional Campus, VP for Finance – Information Technology, and the Lancaster Regional Campus.

Mr. Davis also discussed the selection process for the next external auditor. The process is underway. Mr. Davis discussed the timeline.

At 8:53 a.m. Trustee Steve Casciani motioned to move to executive session. Trustee Viehweger seconded. The executive session was for the sole purpose of details relative to the security arrangements for the university, pursuant to the provisions of Ohio Revised Code Section 121.22(G)(6). Trustees
Steve Casciani, Dave Scholl, Janelle Coleman, and Peggy Viehweger all voted yes. Vote was unanimous.

At 9:45 a.m. Trustee Steve Casciani motioned to leave executive and Peggy Viehweger seconded.

There was no unfinished business. Acting Audit and Risk Management Committee Chair Steve Casciani adjourned the meeting at 9:46 a.m.