Board of Trustees
Ohio University
Online Meeting

Agenda

June 18, 19, 2020
BOARD ACTIVITIES
Ohio University
Activity & Committee Meeting Schedule
June 18, 19, 2020
Online Meeting

Thursday, June 18, 2020

8:30am  Main Board Meeting
*Note this part of the meeting is open to the public; however, the only agenda item in this time slot is to move into Executive Session

8:45am- 10:15am  Executive Session (closed to the public)

10:15am –12:15pm  Subcommittee Meetings and Main Board Meeting (open to the public)
    Academics and Student Success Committee
    Resources, Facilities, and Affordability Committee

Friday, June 19, 2020

8:30am – 11:30am  Subcommittee Meetings and Main Board Meeting Cont. (open to the public)

    Governance and Compensation Committee
    Audit and Risk Management Committee

    Main Board Meeting
    President Nellis’ remarks
Committee Agendas
AGENDA
Board of Trustees Meeting
Ohio University
Online Meeting
Thursday and Friday, June 18,19, 2020

Thursday, June 18, 2020

Comments from the Chair of the Board of Trustees

Roll Call

Approval of Agenda

Tab 1 - Approval of Minutes: Board of Trustees’ Meeting of May, 2020

Roll Call Vote to Move into Executive Session

Committee Information Items and Resolutions

  • Academics and Student Success Committee

Consent Agenda

  Tab 6: CONSENT RESOLUTION: Faculty Fellowship Awards
  Tab 7: CONSENT RESOLUTION: Emerita / Emeritus Recommendations
  Tab 8: CONSENT RESOLUTION: RHE Coordinating Council Appointments
  Tab 9: CONSENT RESOLUTION: Honorary Degree – Jue Chen
  Tab 10: CONSENT RESOLUTION: Honorary Degree – John Roush
  Tab 13: CONSENT RESOLUTION: Name Change EDU Recreation Studies
  Tab 14: CONSENT RESOLUTION: Name Change EDU Educational Administration
  Tab 15: CONSENT RESOLUTION: Name Change COM School of Media Arts and Studies – Integrated Media
  Tab 16: CONSENT RESOLUTION: Program Suspension EDU Apparel, Textiles, and Merchandising
  Tab 17: CONSENT RESOLUTION: Program Expansion RHE Associate Technical Studies
  Tab 18: CONSENT RESOLUTION: Program Reviews

  • Resources, Facilities, and Affordability Committee

Friday, June 19, 2020
Governance and Compensation Committee
Audit and Risk Management Committee

Tab32 Report from the President

Unfinished Business

New Business

Communications, Petitions, and Memorials

Announcement of Next Stated Meeting Date

Adjournment
AGENDA
Academics and Student Success Committee
Ohio University
Thursday, June 18, 2020
Online Meeting

Standing Reports and Updates
   Tab 2: UCM Branding Update
   Tab 3: Athletics Update
   Tab 4: FY20 Approved Certificates List
   Tab 5: Promotion and Tenure Update
   Tab 6: CONSENT RESOLUTION: Faculty Fellowship Awards
   Tab 7: CONSENT RESOLUTION: Emerita / Emeritus Recommendations
   Tab 8: CONSENT RESOLUTION: RHE Coordinating Council Appointments
   Tab 9: CONSENT RESOLUTION: Honorary Degree – Jue Chen
   Tab 10: CONSENT RESOLUTION: Honorary Degree – John Roush

Academic Initiatives and Instructional Innovation
   Tab 11: One OHIO-RHE Program Alignments Update
   Tab 12: Program Degree A&S Psychology BA to BS

Consent Agenda & Program Items
   Tab 13: CONSENT RESOLUTION: Name Change EDU Recreation Studies
   Tab 14: CONSENT RESOLUTION: Name Change EDU Educational Administration
   Tab 15: CONSENT RESOLUTION: Name Change COM School of Media Arts and Studies – Integrated Media
   Tab 16: CONSENT RESOLUTION: Program Suspension EDU Apparel, Textiles, and Merchandising
   Tab 17: CONSENT RESOLUTION: Program Expansion RHE Associate Technical Studies
   Tab 18: CONSENT RESOLUTION: Program Reviews
AGENDA
Resources, Facilities, and Affordability Committee
Ohio University
Thursday, June 18, 2020
Online Meeting

Tab 19 – RESOLUTION: Budget Continuation
Tab 20 – RESOLUTION: Current Use Scholarship Program
Tab 21 – FY21 & FY22 CIP Update
Tab 22 – RESOLUTION: Capital Projects

Information Items:
   Tab 23 – Treasury Update
   Tab 24 – Facility Projects Update
   Tab 25 – Financial Update
AGENDA
Governance and Compensation Committee Meeting
Ohio University
Friday, June 19, 2020
Online Meeting

Tab 25 - **RESOLUTION**: Election of Secretary
Tab 26 - **RESOLUTION**: Election of Treasurer
Tab 27 - **RESOLUTION**: Classified Civil Service Reform
Tab 28 - Title IX Updates
Bylaws Review Reminder
AGENDA
Audit and Risk Management Committee
Ohio University
Friday, June 19, 2020
Online Meeting

Tab 29 - External Audit Firm Introduction - Crowe
Tab 30 - Chief Audit Executive Update
Tab 31 - RESOLUTION: Audit FY21 Internal Annual Plan Approval
Date: May 29, 2020

To: The Board of Trustees

From: M. Duane Nellis, President

Re: President’s Report to the Board of Trustees

In my June 19th report to the Board of Trustees, I will share what has happened since the previous Board meeting and how we are planning for the fall.

I will also highlight some of our most notable happenings over the last academic year, including:

- Leadership changes and updates
- Re-opening for fall strategic planning update
- Reimagining the academic enterprise through strategic restructuring in areas such as University Communications and Marketing as well as University Advancement
- OHIO CARES Relief Fund and the Bobcats Take Care Fund
- Summer programs have transitioned to online environments. The College of Fine Arts, for example, is offering a wide range of summer workshops for teenagers and youths.
- Counseling and Psychological Services moves to Telehealth to continue services
- The Ohio University College Bound program for potential first-generation college students from Athens and Vinton counties transitioned to a six-week online program.
- Created new OHIO Honors and Scholars Weekends, hosting 340 prospective student families in support of centralized program interviews for all honors programs.
- New student organization platform allowed for more accurate tracking of student engagement
- Launched new OHIO Virtual Visits website and a Summer Webinar Series
- Student Affairs and the Campus Involvement Center researched, built, launched and promoted a dynamic virtual involvement site to connect prospective, current and future Bobcats.
Additionally, I will highlight a few Bobcat Beacons of Excellence from our students, faculty, staff and alumni that include:

- Melissa Damico, an environmental studies major in the Honors Tutorial College with a minor in sociology, has been selected for the Udall Undergraduate Scholarship for the 2020-21 academic year. She is among 55 students from 48 colleges and universities across the United States selected as 2020 Udall Scholars.
- Dr. Nancy Stevens, professor of evolutionary ecology in the Heritage College of Osteopathic Medicine, has been named the 2020 Distinguished Professor.
- Ohio University has awarded Undergraduate Experiential Learning Stewardship Grants to eight faculty and staff members.
- Faculty researchers from the Heritage College of Osteopathic Medicine and Russ College of Engineering and Technology have received a $100,000 grant to investigate possible treatments for mitigating the severity of COVID-19.
- Journalism Professor Aimee Edmondson’s book, “In Sullivan’s Shadow: The Use and Abuse of Libel Law During the Long Civil Rights Struggle,” was awarded runner-up for the history journalism prize from the Association for Education in Journalism and Mass Communication (AEJMC) History Division.
- Professor of Geography Dr. Geoff Buckley and Professor and Chair of English Dr. Linda Rice have been named the Presidential Teacher Award recipients for 2020-2023. Associate Professor of Instruction of Chemistry Dr. Rebecca Barlag was awarded the Provost Award for Excellence in Teaching for 2020-2023.
- Students from the E.W. Scripps School of Journalism won top prize in four categories in the Society of Professional Journalists Region 4 Mark of Excellence contest. Several Scripps students also finished as finalists in seven other categories.
- Three Honors Tutorial College students have been selected as 2020 Barry M. Goldwater Scholars, the first time in 12 years the University has had this many.
- UCM won two awards from the 2020 Communicator Awards for their in-house produced commercial campaign titled “OHIO Stories.”

I will also provide a summary looking forward as we move toward an educational and experiential delivery for the fall.
Board Meeting Minutes

May 11, 2020
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Chair David Scholl called the May Meeting of the Ohio University Board of Trustees to order at 8:30am.

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, Eileen Sheil, Diane Smullen, Peggy Viehweger; National Trustee Anna Harvey, Alumni Representative Casey Christopher, Student Trustee Justin Kelley, President Duane Nellis, and Board Secretary David Moore. * Given the online nature of this meeting, this list applies to all subcommittees. Additionally, faculty representative Susan Williams attended the Resources, Facilities, and Affordability Committee and Faculty Representative Sara Helfrich attended the Academics and Student Success Committee.

Approval of Agenda
Chair Scholl asked to approve the agenda for the May 2020 Meeting of the Board of Trustees; Trustee Coleman 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 January 2020 meeting of the Board of Trustees; Trustee Coleman moved to approve the minutes; Trustee Sheil seconded; Chair Scholl called for a vote; with all in favor, the minutes were approved.

Report from Chair
Chair Scholl stated that we have not been together physically since mid-January and, our lives, and the world have certainly changed in dramatic fashion since then. Words cannot express the tremendous upheaval our nation and our state and our citizens are experiencing over the events brought about by the coven 19 pandemic.
Our thoughts go out to those individuals and families directly impacted by the coronavirus and we commend the heroic efforts of health care professionals, first responders, volunteers, and essential workers across this country and Ohio as we begin to hope and focus on a return to normalcy.

I would ask that we take a brief pause, in silence, for a moment of reflection and respect.

We don’t need to look beyond our virtual meeting format to appreciate how much things have changed since we were last together. In spite of using this new format, I am confident with patience and understanding we will make this meeting as productive as those when we are physically together.

Chair Scholl started the meeting by stating that the state legislature has passed language allowing the BOT to meet via teleconference under the following conditions:

- The board must provide public notice at least 24 hours prior to the meeting.
- Public access to the meeting must be provided via any of the following: live streaming, local radio, television, cable or public access channels, or by other similar electronic technology.
- The board is able to vote on items, during a meeting held via teleconference.
- The authority to meet via teleconference expires December 1, 2020.

**Executive Session**

Chair Scholl stated that the Board needed to move into Executive Session for the purposes of conferring with university counsel regarding pending or imminent litigation and to discuss the hiring, compensation, and evaluation, of a public employee.

Trustee Evans moved the committee; Trustee Goodman seconded the motion; Chair Scholl asked for a roll call vote; Secretary Moore called the roll; The motion passed unanimously at 8:35am. Chair Scholl announced that the Board is now in Executive Session and that the public video stream will resume at approximately 10:00am.

At 10:12am the Chair Scholl called for a motion to exit Executive Session. Trustee Evans motioned; Trustee Goodman seconded the motion; Chair Scholl asked for a roll call vote; Secretary called the roll; Secretary called the roll; the motion passed unanimously.

Chair Scholl announced that the Board would move to the subcommittees and that for expediency the Board will vote on resolutions immediately following each subcommittee’s proceedings.
Chair Scholl asked Committee Chair Cooper to conduct the Academics and Student Success Committee.

Committee Chair Cooper invited VP Robin Oliver to conduct her presentation on the University’s Branding Project. This presentation provided a progress update on the brand project launched in January 2020 in partnership with higher education agency Truth & Consequences. Based on the discovery phase conducted in January and February, the project steering committee has arrived at a recommended brand positioning statement that has been endorsed by the President, Provost and members of President’s Council.

Committee Chair Cooper invited Faculty Senate Chair, Robin Muhammad to present her annual Faculty Senate Report. Dr. Muhammad provided an overview of faculty senate’s committee work (both pre-COVID crisis and currently) as well as faculty activity in the spring semester in response to the crisis and how preparations are occurring in for the fall semester.

Committee Chair Cooper introduced a set of Consent Resolution as follows:

CONSENT RESOLUTION Program Suspension - Office of Administrative Technology
CONSENT RESOLUTION New Program EDU Hospitality Management
CONSENT RESOLUTION New Program EDU Theater Education
CONSENT RESOLUTION New Program ENT Project Management
CONSENT RESOLUTION New Program GRAD Translational Biomedical Science
CONSENT RESOLUTION New Program GVS Sustainability, Security, and Resilience
CONSENT RESOLUTION Name Change EDU Retail Merchandising and Fashion Product Development
CONSENT RESOLUTION Name Change ENT & HTC Computer Science

Committee Chair Cooper moved the committee to send the Consent Agenda Resolutions to the Board with the recommendation for approval; Trustee Evans seconded the motion; Committee Chair Cooper called a Roll Call Vote; Trustees Cooper, Evans, Goodman, Sheil unanimously passed the motion.
Committee Chair Cooper stated that the Committee’s work was complete.

Chair Scholl thanked Committee Chair Cooper.

Chair Scholl called for a motion to approve the Consent Resolutions introduced by the Academics and Student Success Committee.

Trustee Evans moved the committee; Trustee Sheil seconded the motion; Chair Scholl called for a vote; the motion passed unanimously.
REGIONAL HIGHER EDUCATION
ASSOCIATE IN APPLIED BUSINESS IN
OFFICE ADMINISTRATION TECHNOLOGY

RESOLUTION 2020 - 3826

WHEREAS, Regional Higher Education has requested the Associate in Applied Business degree program in Office Administration Technology be suspended, and

WHEREAS, the notification requesting the suspended status has been approved by the University Curriculum Council on April 14, 2020, and

WHEREAS, the suspended status is based on decreasing demand and enrollments, lack of resources, and technical programs’ content overlap, and

WHEREAS, enrollments have been suspended and draft plans for currently enrolled students have been developed toward degree completion.

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees of Ohio University hereby accepts placing the Associate in Applied Business degree program in Office Administration Technology offered at Regional Higher Education campuses on suspended status.
PATTON COLLEGE OF EDUCATION
DEPARTMENT OF HUMAN AND CONSUMER SCIENCES
RESTAURANT, HOTEL, AND TOURISM PROGRAM
NEW DEGREE PROGRAM
HOSPITALITY MANAGEMENT

RESOLUTION 2020 - 3827

WHEREAS, the Department of Human and Consumer Sciences in the Patton College of Education has developed a new Bachelor of Applied Human and Consumer Sciences degree program in Hospitality Management, and

WHEREAS, the proposed degree program was approved by the University Curriculum Council in January 2020, and

WHEREAS, the 120-credit hour program will be an online program for hospitality professions and included in the American Association of Family and Consumer Sciences accreditation, and

WHEREAS, the program will be supported by the resources and faculty within the Restaurant, Hotel, and Tourism program in the department.

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees of Ohio University hereby approves establishing the Bachelor of Applied Human and Consumer Sciences online completion degree program in Hospitality Management in the Department of Human and Consumer Sciences in the Patton College of Education.
WHEREAS, the Department of Teacher Education in the Patton College of Education has developed a new Master of Education in Theater Education, and

WHEREAS, the proposed degree program was approved by the University Curriculum Council in February 2020, and

WHEREAS, the program permits the student to receive both a master’s degree and complete teacher licensure requirements, and accreditation will be sought, and

WHEREAS, the 46-semester hour program has been developed at the request of the College of Fine Arts to provide opportunities for post-baccalaureate theater students with relevant classroom experience, and

WHEREAS, the program will be supported by the financial resources and faculty from both the Department of Teacher Education and the School of Theater.

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees of Ohio University hereby approves establishing the Master of Education in Theater Education in the Department of Teacher Education in the Patton College of Education.
RESOLUTION 2020 - 3829

WHEREAS, the Department of Engineering Technology and Management in the Russ College of Engineering and Technology has developed a new Master of Science degree in Project Management, and

WHEREAS, the proposed degree program was approved by the University Curriculum Council in February 2020, and

WHEREAS, the program focuses on project managers in pursuit of a graduate experience that fulfills continuing education requirements for professional certification, and

WHEREAS, the 30-credit hour program is built upon specifications of a widely recognized Project Management Body of Knowledge professional curriculum, and

WHEREAS, the program utilizes existing financial resources and an interdisciplinary faculty including professors from the Russ College of Engineering and Technology and the College of Business, and appropriately credentialed working professionals.

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees of Ohio University hereby approves establishing the Master of Science in Project Management offered through the Department of Engineering Technology and Management in the Russ College of Engineering and Technology.
GRADUATE COLLEGE

NEW DEGREE PROGRAM

MASTER OF SCIENCE IN TRANSLATIONAL BIOMEDICAL SCIENCES

RESOLUTION 2020 - 3830

WHEREAS, the Graduate College has proposed a Master of Science in Translational Biomedical Sciences, and

WHEREAS, the proposed degree program was approved by the University Curriculum Council in February 2020, and

WHEREAS, the program is designed for students who have completed requirements toward a Doctor of Philosophy in Translational Biomedical Sciences, but who do not ultimately submit an acceptable dissertation, and

WHEREAS, the degree will require a minimum of 30 credit hours beyond the baccalaureate degree as well as successful completion of coursework and a qualifying exam, and

WHEREAS, the degree program will utilize existing resources and faculty affiliated with the doctoral degree in Translational Biomedical Sciences.

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees of Ohio University hereby approves establishing the Master of Science in Translational Biomedical Sciences in the Graduate College.
GEORGE VOINOVICH SCHOOL OF LEADERSHIP AND PUBLIC AFFAIRS
ENVIRONMENTAL STUDIES PROGRAM
NEW DEGREE PROGRAM
MASTER IN SUSTAINABILITY, SECURITY, AND RESILIENCE

RESOLUTION 2020 - 3831

WHEREAS, the Environmental Studies program in the George Voinovich School of Leadership and Public Affairs has developed a new Master of Sustainability, Security, and Resilience, and

WHEREAS, the proposed degree program was approved by the University Curriculum Council in February 2020, and

WHEREAS, the program focuses on training professionals to plan for more sustainable, secure, and resilient communities and organizations in the face of rapid environmental change, and

WHEREAS, the 30-credit hour online program consists of three certificates and a capstone experience that supports students in development of a resilience plan for their community or organization, and

WHEREAS, the program is supported by the financial resources and faculty in the Environmental Studies program.

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees of Ohio University hereby approves establishing the Master of Sustainability, Security, and Resilience in the Environmental Studies program in the George Voinovich School of Leadership and Public Affairs.
PATTON COLLEGE OF EDUCATION
DEPARTMENT OF HUMAN AND CONSUMER SCIENCE

NAME CHANGE FOR
RETAIL MECHANDISING AND FASHION PRODUCT DEVELOPMENT

RESOLUTION 2020 – 3832

WHEREAS, the Department of Human and Consumer Sciences in the Patton College of Education supports a name change for its Bachelor of Science degree in Retail Merchandising and Fashion Product Development, and

WHEREAS, the proposed name change was approved by the University Curriculum Council in February 2020, and

WHEREAS, the proposed name change reflects curricular revision and will be more consistent with programs across the country, and

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

NOW THEREFORE, BE IT RESOLVED that the Retail Merchandising and Fashion Product Development program in the Department of Human and Consumer Sciences in the Patton College of Education be renamed Retail and Fashion Merchandising.
RUSS COLLEGE OF ENGINEERING AND TECHNOLOGY
DEPARTMENT OF ELECTRICAL ENGINEERING AND COMPUTER SCIENCE
AND
HONORS TUTORIAL COLLEGE

NAME CHANGE FOR
BACHELOR OF SCIENCE IN COMPUTER SCIENCE

RESOLUTION 2020 – 3833

WHEREAS, the School of Electrical Engineering and Computer Science in the Russ College of Engineering and Technology in conjunction with the Honors Tutorial College supports a name change for the Bachelor of Science in Computer Science offered by the Honors Tutorial College, and

WHEREAS, the proposed name change was approved by the University Curriculum Council in January 2020, and

WHEREAS, the proposed name change will distinguish the Honors Tutorial College program from the Accreditation Board for Engineering and Technology accredited program in the Russ College of Engineering and Technology, and

WHEREAS, the name change reflects the advanced nature of the work Honors Tutorial College students complete and will not impact required resources or faculty staffing.

NOW THEREFORE, BE IT RESOLVED that the Bachelor of Science in Computer Science degree in the Honors Tutorial College that is supported by the School of Electrical Engineering and Computer Science in the Russ College of Engineering and Technology be renamed the Bachelor of Science in Advanced Computing.
Chair Scholl handed the meeting over to Committee Chair Viehweger to conduct the Resources, Facilities, and Affordability Committee.

Committee Chair Viehweger stated that the committee had the following resolutions to consider:

RESOLUTION Undergraduate Zero Percent Increase 2020-21 Academic Year

Committee Chair Viehweger called for a motion to move the resolution to the Board with a recommendation for approval; Trustee Casciani moved the committee; Trustee Viehweger seconded the motion; Trustee Viehweger called for a vote; the motion passed unanimously.

RESOLUTION Graduate Tuition, Rate and Fee Increases 2020-21 Academic Year

Committee Chair Viehweger called for a motion to move the resolution to the Board with a recommendation for approval; Trustee Casciani moved the committee; Trustee Smullen seconded the motion; Trustee Viehweger called for a vote; the motion passed unanimously.

RESOLUTION In-State Tuition, Ohio Graduate Students 2020-21 Academic Year

Committee Chair Viehweger called for a motion to move the resolution to the Board with a recommendation for approval; Trustee Casciani moved the committee; Trustee Smullen seconded the motion; Trustee Viehweger called for a vote; the motion passed unanimously.

RESOLUTION Undergraduate Scholarship Match Program Extension

Committee Chair Viehweger called for a motion to move the resolution to the Board with a recommendation for approval; Trustee Casciani moved the committee; Trustee Smullen seconded the motion; Trustee Viehweger called for a vote; the motion passed unanimously.

RESOLUTION Quasi-Endowments

Committee Chair Viehweger called for a motion to move the resolution to the Board with a recommendation for approval; Trustee Casciani moved the committee;
Trustee Smullen seconded the motion; Trustee Viehweger called for a vote; the motion passed unanimously.

RESOLUTION Capital Projects

Committee Chair Viehweger called for a motion to move the resolution to the Board with a recommendation for approval; Trustee Smullen moved the committee; Trustee Casciani seconded the motion; Trustee Viehweger called for a vote; the motion passed unanimously.

Committee Chair Viehweger stated that the Resources, Facilities, and Affordability Committee had concluded its business.

Chair Scholl thanked Committee Chair Viehweger.

Chair Scholl stated that the Board had a set of resolutions before it recommended for approval from the Resources, Facilities, and Affordability Committee.
FISCAL YEAR 2020-21

RESOLUTION IN SUPPORT OF A ZERO PERCENT INCREASE TO TUITION, ROOM AND BOARD FOR UNDERGRADUATE STUDENTS

RESOLUTION 2020-3834

WHEREAS, on March 9, 2020, the Governor of Ohio declared a State of Emergency in Executive Order 2020-01D in response to the COVID-19 pandemic; and

WHEREAS, Ohio University, through its Board of Trustees recognizes that the pandemic has caused and will continue to cause a financial hardship on our students and their families; and

WHEREAS, recognizing the financial impact, the Board of Trustees supports our students and their families by not increasing the undergraduate tuition, room, and board rates for the 2020-2021 academic year.

NOW THEREFORE, BE IT RESOLVED that the Ohio University Board of Trustees hereby supports a zero percent increase in undergraduate tuition, room, and board rates thereby foregoing the inflationary rate increase allowable under the Ohio Revised Code Section 3345.48 for Guarantee students.

BE IT FURTHER RESOLVED that the undergraduate tuition, room, and board rates as adopted in Board Resolution 2019-3736 will be maintained for the 2020-2021 fiscal year.

Chair Scholl called for a motion to approve this resolution introduced by the Resources, Facilities, and Affordability Committee.

Trustee Evans moved the committee; Trustee Coleman seconded the motion; Chair Scholl called for a vote; the motion passed unanimously.
FISCAL YEAR 2019-20

OHIO UNIVERSITY

ACADEMIC YEAR 2020-21 GRADUATE TUITION,

FEE & RATE INCREASES

RESOLUTION 2020 - 3835

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

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

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees adopts the fee schedules attached hereto as Exhibits A through C, effective Fall Semester 2020 unless otherwise noted.

Chair Scholl called for a motion to approve this resolution introduced by the Resources, Facilities, and Affordability Committee.

Trustee Evans moved the committee; Trustee Casciani seconded the motion; Chair Scholl called for a vote; the motion passed unanimously.
## Exhibit A

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<td>Off-Campus Graduate Program</td>
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*Effective Fall 2020*
### Exhibit B

**Ohio University**

**College of Osteopathic Medicine**

**2020-21 Graduate Student Tuition & Fee Schedule**

*Per Semester*

**Medical Students**

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<th>Credit Hours</th>
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<td>639</td>
<td>10,173</td>
<td>7,030</td>
<td>27,071</td>
<td>594</td>
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WHEREAS, the Governor and Ohio Department of Higher Education are asking universities to adopt policies to provide in-state tuition rates to graduate students who have received their bachelor’s degrees from an Ohio institution to enhance the likelihood that they will remain in Ohio to be part of our state’s economic future; and

WHEREAS, the goal is to strive to establish graduate tuition policies that support this request in as many disciplines as achievable; and

WHEREAS, preliminary discussions have determined that tuition for the College of Osteopathic Medicine should be exempted from this policy; and

WHEREAS, From Section 381.170 of Am. Sub. H.B. 166 of the 133rd GA:

“The board of trustees of a state institution of higher education shall not authorize a waiver or nonpayment of instructional fees or general fees for any particular student or any class of students other than waivers specifically authorized by law or approved by the Chancellor.”;

and

WHEREAS, the Chancellor has asked universities to submit this policy for approval through the ODHE tuition waiver process to comply with the above legislation,

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees adopts the policy to provide in-state tuition rates to graduate students, with the exception of students in the College of Osteopathic medicine, who have received their bachelor’s degrees from an Ohio institution of higher education.

NOW THEREFORE, BE IT FURTHER RESOLVED that this policy be submitted to the Chancellor for approval through the ODHE tuition waiver process effective Fall term 2020.

Chair Scholl called for a motion to approve this resolution introduced by the Resources, Facilities, and Affordability Committee.

Trustee Casciani moved the committee; Trustee Coleman seconded the motion; Chair Scholl called for a vote; the motion passed unanimously.
ESTABLISHMENT OF UNIVERSITY QUASI-ENDOWMENTS

Extension of the

UNDERGRADUATE SCHOLARSHIP INVESTMENT PROGRAM

RESOLUTION 2020 -- 3837

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

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

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

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

WHEREAS, the Undergraduate Scholarship Match Program, initially established in July 2013 and revised effective July 2018, was scheduled to continue as a $25 million matching program that provides $.50 in quasi-endowed scholarship funds for every dollar committed to eligible scholarship endowments from July 1, 2013 to June 30, 2019, and

WHEREAS, subject to program requirements, match eligible endowments will provide renewable undergraduate scholarship awards that are designated either to a college or university-wide. Donors may also continue to specify whether awards are based on merit, need and/or talent, with the specifics of those terms defined at the University’s discretion, and

WHEREAS, the program was revised and expanded at the October 2018 and January 2019 Board of Trustees meeting, as follows:

- Previous funding allocations that limited available match funding by college were abolished, with all match funding being made available university-wide on a first come, first served basis.
- Donors may designate a preference for scholarship funds to be directed to particular academic departments, programs, or majors. The University will endeavor to meet the donors stated preference while reserving the right to award funds at the college-level or university-wide basis in the event that eligible recipients who meet the donor preference cannot be identified in any given year.
• Other donor preferences, including but not limited to geographic restrictions, may be considered on a case-by-case basis and approved by the Vice President, University Advancement in conjunction with the Senior Vice President Finance & Administration, CFO and Treasurer. In all cases, approved donor preferences must be broad enough to provide for easily administered scholarships and an ample number of eligible recipients.

• The previous program stipulation that limited available match funding to the Athens campus was removed, with match funding being made available on a first come, first served basis to endowed scholarships that support undergraduate students studying on the Athens, Chillicothe, Eastern, Lancaster, Southern, or Zanesville campuses. All other program requirements apply to match-eligible scholarships established for the benefit of regional campus students, and

WHEREAS, the program has been well received by donors and beneficial to the University in encouraging the establishment of scholarship endowments that will support University undergraduate students into perpetuity, and

WHEREAS, the program was previously scheduled to expire on June 30, 2020, but an extension of the program is desirable while future fundraising strategies are refined.

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of Ohio University approves the extension of the Undergraduate Student Matching Program to accommodate donor gifts and pledge payments made on or before June 30, 2024.

BE IT FURTHER RESOLVED that the Board of Trustees of Ohio University hereby approves the establishment of the above listed quasi-endowment funds in accordance with the revised program parameters.

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

Chair Scholl called for a motion to approve this resolution introduced by the Resources, Facilities, and Affordability Committee.

Trustee Casciani moved the committee; Trustee Evans seconded the motion; Chair Scholl called for a vote; the motion passed unanimously.
ADDITIONS TO QUASI-ENDOWMENTS

RUSS VISION SCHOLARSHIP MATCH PROGRAM

EDISON RESEARCH QUASI-ENDOWMENT

and

STRATEGIC RESEARCH ENHANCEMENT QUASI-ENDOWMENT

RESOLUTION 2020 -- 3838

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

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

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

WHEREAS, University quasi-endowments are managed in accordance with The Ohio University Foundation’s spending policy, and

WHEREAS, University executive staff recommend additions to three existing quasi-endowments, as follows:

Russ Vision Scholarship Match Program ($0.5 million addition): A matching program, which was originally approved by the Foundation Board of Trustees during FY14 and was renewed in FY15 and FY16 with total match authority not to exceed $0.9 million. The College requests additional match authority of $0.5 million, bringing the program total to a maximum of $1.4 million. The program provides a Russ College match of $0.50 in quasi-endowed scholarship funds for every donor dollar contributed to scholarship endowments where donor commitments total at least $50,000, and the scholarship endowment is eligible for the University match provided under the Undergraduate Scholarship Match Program. Match funds will be transferred as the external scholarship dollars are received.

Edison Research Quasi-Endowment ($3.0 million addition): Sourced from intellectual property licensing royalties, this fund provides general support for activities conducted by the Edison Biotechnology Institute (EBI) in furthering its mission of research, education, and technology commercialization. The increased spending distribution that results from this request will allow EBI to make additional strategic investments to advance its goals.

Strategic Research Enhancement Quasi-Endowment ($2.0 million addition): Sourced from intellectual property licensing royalties, this fund provides resources in support of activities in the university’s Technology Transfer Office. The increased spending
distribution that results from this request will allow the Technology Transfer Office to achieve a sustainable model for its operational needs.

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Trustees of Ohio University hereby approves additions to the above listed quasi-endowment funds.

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

Chair Scholl called for a motion to approve this resolution introduced by the Resources, Facilities, and Affordability Committee.

Trustee Casciani moved the committee; Trustee Coleman seconded the motion; Chair Scholl called for a vote; the motion passed unanimously.
CAPITAL PROJECTS
APPROVAL TO PROCEED WITH DESIGN AND CONSTRUCTION

RESOLUTION 2020 - 3839

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:

<table>
<thead>
<tr>
<th>Design &amp; Construction Requests</th>
<th>Current</th>
</tr>
</thead>
<tbody>
<tr>
<td>University Terrace Realignment</td>
<td>$1,870,000</td>
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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.

Chair Scholl called for a motion to approve this resolution introduced by the Resources, Facilities, and Affordability Committee.

Trustee Sheil made the motion; Trustee Evans provided a second; Chair Scholl called for a vote; the motion passed unanimously.
Chair Scholl asked Committee Chair Goodman to proceed with the Governance and Compensation Committee.

Committee Chair Goodman stated that Governance and Compensation Committee had four resolution to consider.

1. **Resolution to Approve a Collective Bargaining Agreement between Ohio University and AFSCME, Ohio Council 8, Local 1699**

Senior Vice President and Treasurer Shaffer reported that on or about March 10, 2020 representatives of Ohio University and AFSCME, Ohio Council 8, Local 1699, reached a tentative agreement utilizing the financial and organizational data available at that specific time. The COVID-19 pandemic has since created unforeseen business circumstances that have significantly altered the financial condition of Ohio University. Due to the latest financial concerns, Senior Vice President and Treasurer Shaffer suggested that the terms and conditions of the tentative agreement may no longer be in the best interests of Ohio University.

Chair Goodman opened the floor for questions of Senior Vice President and Treasurer Shaffer. There were none.

Chair Goodman moved to forward the Resolution to Approve a Collective Bargaining Agreement between Ohio University and AFSCME, Ohio Council 8, Local 1699 to the full Board with a recommendation that the Board of Trustees reject the resolution. Trustee Cooper seconded the motion. The Committee unanimously voted to approve the motion. The resolution was forwarded to the full Board, with a recommendation the resolution be rejected.

2. **Resolution regarding the Authority of the President in Time of Public Health Emergency and Other Declared Disasters**

General Counsel Bennett stated that the COVID-19 pandemic has required that Dr. Nellis make urgent and unprecedented decisions in the interest of protecting the health, safety and well-being of the Ohio University community. While the authority to make such decisions is implicit in the authority granted the Board of Trustees’ Bylaws, the duties set forth in the Presidential Employment Agreement, and Sections 3337 and 3345 of the Ohio Revised Code, General Counsel Bennett advised that it would be in the best interest of the community to clarify the authority of the university president and also to ratify the decisions Dr. Nellis has made to date.
Trustee Evans moved to approve the Resolution regarding the Authority of the President in Time of Public Health Emergency and Other Declared Disasters. Trustee Cooper seconded the motion. The Committee unanimously approved the motion. The resolution was forwarded to the full Board with a recommendation of approval.

3. Election of Vice Chair

Trustee Evans moved to approve the Resolution that Cary Cooper be elected Vice Chair of the Board of Trustees for the year beginning May 14, 2020 and ending May 13, 2021. Trustee Sheil seconded the motion. Trustees Goodman, Sheil, and Evans voted to approve the motion. Trustee Cooper abstained. The resolution was forwarded to the full Board with a recommendation of approval.

4. Election of Chair

Trustee Cooper moved to approve the Resolution that Janelle Coleman be elected Chair of the Board of Trustees for the year beginning May 14, 2020 and ending May 13, 2021. Trustee Evans seconded the motion. The motion passed unanimously, and the resolution was moved to the full Board with a recommendation of approval.

New Title IX Regulations

Trustee Goodman requested that General Counsel Bennett and her staff review the newly issued regulations regarding Title IX and provide a report at the Board’s next meeting.

Chair Scholl thanked Committee Chair Goodman.

Chair Scholl stated that the Board had four resolutions to consider from the Governance and Compensation Committee.
RESOLUTION TO APPROVE A COLLECTIVE BARGAINING AGREEMENT BETWEEN

OHIO UNIVERSITY AND AFSCME, OHIO COUNCIL 8, LOCAL 1699

THIS RESOLUTION WAS REJECTED. No resolution number assigned.

WHEREAS, the American Federation of State, County & Municipal Employees (AFSCME), Ohio Council 8, on behalf of Local 1699, is recognized as the exclusive representative for certain employees of the Facilities and Culinary Divisions of Ohio University; and

WHEREAS, Ohio University and AFSCME, Ohio Council 8, Local 1699 are parties to a collective bargaining agreement dated March 1, 2017 to March 1, 2020 (by mutual agreement, parties extended the terms of agreement beyond the expiration date in furtherance of good faith negotiations); and

WHEREAS, representatives of Ohio University and AFSCME, Ohio Council 8, Local 1699 participated in good faith negotiations and reached a tentative agreement on a subsequent collective bargaining agreement for the period March 1, 2020 to March 1, 2023; and

WHEREAS, the tentative agreement between the parties is subject to ratification by the membership of AFSCME, Ohio Council 8, Local 1699 and approval by the Ohio University Board of Trustees.

NOW, THEREFORE, BE IT RESOLVED that the collective bargaining agreement between Ohio University and AFSCME, Ohio Council 8, Local 1699, for the period March 1, 2020 to March 1, 2023, is hereby approved by the Ohio University Board of Trustees.

BE IT FURTHER RESOLVED that the Senior Vice President of Finance and Administration, or their designee, is hereby authorized to execute this agreement.

Chair Scholl stated that this resolution was not recommended for approval by the Governance and Compensation Committee. Chair Scholl called for a motion to reject this resolution.

Trustee Goodman moved the committee to reject the resolution; Trustee Casciani seconded the motion; Chair Scholl called for a vote; the motion to reject the resolution was passed unanimously.
AUTHORITY OF THE PRESIDENT
IN TIMES OF PUBLIC HEALTH EMERGENCY AND OTHER DECLARED
DISASTERS

RESOLUTION 2020 - 3840

WHEREAS, on January 30, 2020, the International Health Regulations Emergency Committee of the World Health Organization (WHO) declared the outbreak of COVID-19 a public health emergency of international concern; and

WHEREAS, on January 31, 2020, the United States Health and Human Services Secretary, Alex M. Azar II, declared a public health emergency for the United States to aid the nation’s healthcare community in responding to COVID-19; and

WHEREAS, on March 9, 2020, Governor Mike DeWine issued Executive Order 2020-01D Declaring a State of Emergency to protect the well-being of Ohio citizens from the dangerous effects of COVID-19 and to coordinate the state response to COVID-19; and

WHEREAS, on March 11, 2020, the WHO declared COVID-19 a global pandemic; and

WHEREAS, Ohio University Board of Trustees is the governing authority of the Ohio University as set forth in Chapters 3337 and 3345 of the Revised Code; and

WHEREAS, the Board of Trustees has placed the authority for the administration and discipline of the university in the president pursuant to the Article IV, Section 3 of its bylaws, and in the duties and responsibilities of the president set forth in the Presidential Employment Agreement; and with the authority of the president further set forth in Sections 3337 and 3345 of the Revised Code; and

WHEREAS, during the current declared statewide State of Emergency and rapidly evolving public health crisis, and in any time of national, state, or local state of emergency for reason of public health or safety crisis or natural disaster, whether or not a campus emergency is also declared pursuant to University Policy 40.051, there is a need for the University to act expeditiously on operational, administrative, and financial matters, responding to crucial developments as they occur.

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees authorizes the president, now and in the future, when faced with a national, state, or local state of emergency declaration, in consultation to the extent practicable with leadership of the Board of Trustees
and the University, to oversee and direct all steps necessary to protect the health, safety, and welfare of the University and its campus communities.

BE IT FURTHER RESOLVED that the Board of Trustees hereby ratifies and affirms all lawful decisions made by the president related to the COVID-19 pandemic, including the cessation of in-person instruction, the extension of Spring Break, the closure of campus buildings, the prorated refunding of student housing and meal fees, the direction to employees to work from home, and other substantially related orders in furtherance of the health, safety, and welfare of the University and its campus communities since the State of Emergency declaration issued by Governor DeWine on March 9, 2020.

Chair Scholl called for a motion to approve this resolution introduced by the Governance and Compensation Committee.

Trustee Evans moved the committee; Trustee Goodman seconded the motion; Chair Scholl called for a vote; the motion passed unanimously.
ELECTION OF CHAIR RESOLUTION

RESOLUTION 2020–3841

RESOLVED that Janelle Coleman be elected Chair of the Board of Trustees for the year beginning May 14, 2020 and ending May 13, 2021.

Chair Scholl called for a motion to approve this resolution introduced by the Governance and Compensation Committee.

Trustee Goodman moved the committee; Trustee Evans seconded the motion; Chair Scholl called for a vote; the motion passed unanimously.
ELECTION OF VICE CHAIR RESOLUTION

RESOLUTION 2020 – 3842

RESOLVED that Cary Cooper be elected Vice Chair of the Board of Trustees for the year beginning May 14, 2020 and ending May 13, 2021.

Chair Scholl called for a motion to approve this resolution introduced by the Governance and Compensation Committee.

Trustee Scholl moved the committee; Trustee Viehweger seconded the motion; Chair Scholl called for a vote; the motion passed unanimously.
Audit and Risk Management Committee

Chair Scholl asked Committee Chair Smullen to proceed with the Audit and Risk Management Committee.

Committee Chair Smullen stated that the Audit and Risk Management Committee had no agenda items to consider.

Committee Chair Smullen reported that the development of the FY21 audit plan is underway. And that the external auditor, Crowe, has begun their audit activities and they will present at the Audit and Risk Management Committee at the June Meeting.

Chair Scholl thanked Committee Chair Smullen.

Report from the President

Chair Scholl asked President Nellis to present his President’s Report.

President Nellis congratulated Chair Scholl and thanked him for his service as Chair of the Board of Trustees over the last two years.

President Nellis also thanked Trustee Goodman as he completes his 18th year as a Trustee.

President Nellis congratulated in coming Chair Coleman and Vice Chair Cooper.

President Nellis thanked Faculty Senate Chair Robin Muhammad for her remarks. He stated that although he was disappointed in the vote of no confidence vote from the Faculty Senate he reiterated his commitment to shared governance and collaboration as the University moves forward. President Nellis stated that he would not avoid his responsibilities to make decisions.

President Nellis described the profound effects of the COVID 19 Crisis. He stated that the CARES ACT funding provided 19.4 million for emergency grants to support students directly, and those students are the most financially needy students, so this will allow us to focus the Bobcat Take Care Fund, which we started after the virus outbreak, to which we’ve had over 900 donors give $180,000 in commitments to students who are not eligible for that federal emergency funding to help them with their special financial needs.

President Nellis stated that they are exploring several possible scenarios and beginning to frame how we can safely return to our campuses.

President Nellis asked Provost Sayrs for a few comments.
Provost Sayrs discussed the formation of a rapid response group to look at summer offerings and have started fall planning and within the parameters of the recommendations from the IUC group that President Nellis mentioned. We’ve established an ad hoc academic scenario planning group that includes associate or assistant deans from all colleges among others these representatives are working within their colleges and involving faculty chairs and directors to ensure alignment of scheduling and curricular offerings with student needs under a variety of delivery scenarios.

We’re also establishing a student experience / student life group that will explore how to ensure the safety and functionality of student spaces across all our campuses in response to all possible contingencies. We’re also working within shared governance structures our university curriculum council and faculty senate committees and subcommittees for any policy changes or adjustments to academic processes that are identified in this planning process.

President Nellis shifted to budget related issues. Provost Sayres stated the University had begun shifting away from RCM model which had created a lot of decentralized services and costs. Before the COVID 19 Crisis the University had experienced declining enrollments. The COVID 19 pandemic has significantly altered university operations and our financial position in ways that were unimagined and unimaginable at the beginning this year. As a result of COVID 19 we cannot responsibly operate business as usual on the administrative side or within our current academic structure in fact our enrollments do not support the current level of academic enrollment of academic staffing or administrative staffing and we must resize to remain sustainable.

We’ve worked very hard to minimize the financial impact on faculty lines and in fact that is reflected when you look at the preservation of faculty lines during this difficult time. Since 2016 the National Center for Educational Data IPEDS data indicates that our student faculty ratio has declined from 18 to 1 to 15 to 1. based on most recent data. Since 2017 faculty positions declined at a lower percent rate than administrative positions by about half and when we’ve added administrative positions in the past 10 years this has been in response to needs and areas that support our academic mission in areas like compliance and regulatory units to better support our researchers and their compliance with the National Science Foundation and the National Institutes of Health and related agencies.

Many of these positions enhance student success for higher education, for higher graduation rates, and enhancing enrollment management. We recently analyzed our expenditures using a methodology suggested by the American Council of Trustees and Alumni (ACTA). In July of 2017 ACTA issued a report that reviewed administrative and instructional spending data at over 1200 public and private not-for-profit colleges and universities in the United States. The data ACTA developed for evaluating the balances between expenditures for administrative activities and instructional activities at universities. They found that for four-year public R2 institutions, similar to us, the data suggests that effective institutions operate at a ratio of
administrative spending to instructional spending at about 0.19. Based on provisional data, Ohio's ratio has been trending lower in the past few years than that ratio for R2 institutions.

President Nellis stated that he could not promise to hold any area harmless from budget reductions if we are to ensure the stable future of our university; but, such decisions must be strategic and be focused on preserving as much as possible our academic core. We face difficult and painful decisions but we will endure and will emerge ever more ready to meet the changing needs of our students it’s our responsibility to focus our efforts on making Ohio University more sustainable for today and the future. The decisions we make must look far beyond the fall of 2020. They must consider the institution we want to be in the years to come and they must recognize the impact of this global pandemic and its impact in years far out. We must do this together as we have been; but, we also must quicken our pace in order to make the decisions necessary to secure the future of Ohio University.

President Nellis asked Senior Vice President Deb Shaffer for additional comments.

SVPFA Shaffer stated that she was asked to update the board on what we do know so far related to financial impacts related to COVID 19. What we know so far is that we have refunded about 18 million dollars in housing, dining, parking, and other fees. That’s an impact on the current fiscal year budget.

We know there will be additional impacts related to losses in NCAA revenue distributions related to the cancellation of the winter and spring NCAA championships. Those are revenue losses that athletics is making adjustments to their budget to accommodate. We know that we have had to forfeit study abroad programming fees for the summer as well as those generated by similar revenue streams.

We know that our investments since July 1, 2019, through March 31st, we had recorded 100 million dollars in unrealized losses on our investment portfolio now offset by dividends investment income and some of the realized gains; that’s still 70 million dollars in reduction in value of that portfolio. For comparison, we know on July 1, at the start of this fiscal year, we had two underwater accounts in our endowment; as of March 31st we had 878 underwater accounts in our endowment.

We know that with the recommendation that we do not take a tuition increase for 2021 means that 2.5 million dollars of loss revenue will be compounded in future years. The leadership team strongly supports this action and yet it will have an impact on the budget.

We know that the state announced that all state agencies, including higher education, were asked to plan for 20 percent reductions in state support for remainder of 2020 and then also into 2021.
We did learn last week that higher education did slightly better than we expected higher education only had what was about a 15 percent reduction for the fourth quarter but we know that’s six and a half million dollars in state support that we will not be receiving in the current fiscal year. We’ve been asked to continue to plan for 20 percent reductions in our state support for FY21 as the state analyzes revenue impacts from COVID 19 on the state operating budget, and that, for Ohio University that’s an, approximately, 35 million dollar impact in FY21.

We know that we can’t look to the state for additional help as we try to navigate our way through this financial crisis. The state is projecting a 2.4 billion dollar deficit by the end of June and the state’s constitution requires that they balance that budget which is why all agencies were asked to take a reduction. We know that the state has a 2.7 billion dollar rainy day fund and that they have already planned to use that and deplete it in the next fiscal year.

We also know that there’s about 4.5 billion dollars coming to the state from the CARES Act without restrictions on its use but that the state has significant commitments that they need to balance as they try to utilize those funds and support the economy of Ohio.

Summarizing all of that what we know, we started this fiscal year with the expectation and the Board’s approval to utilize about 26 million dollars in reserves for the fiscal year ending June 30th 2020. We’re now anticipating this fiscal year that we will use somewhere between 50 and 55 million dollars in reserves by the end of June. For FY21 as we are planning to use 56 million dollars in reserves.

President Nellis thanked VP Shaffer

President Nellis stated that he strongly believes that we’re in a position to survive this financial challenge and the uncertainty provided by COVID 19. We have the benefit of a reasonably strong reserve but we must act quickly and prudently to avoid depleting our reserves. As you have endorsed, we must be bold in our strategic efforts to reshape the university and create positive changes that will help us make Ohio University stronger and better able to teach our students and serve our communities. One of the concerns we have is related to enrollment and you know we’ve been working hard on that; but, now with the disruption of covet 19 we anticipate a very disruptive impact on enrollment in fact even today the Chronicle had an article about COVID 19 and the enrollment crash; surveys are starting to indicate that students are less likely to attend college in the fall and more likely to take a gap year or will alter their plans to attend different institutions closer to home.

Continuing students may be more likely to stop out. We don’t know if students are planning to postpone or stop out for a year or whether they will return a year later when they stop out or if those that are taking a gap year will eventually come to college. There’s a lot of uncertainty right now.
President Nellis asked Provost Sayrs to continue.

Provost Sayrs stated that what is essential is to ensure the success of our students, the delivery of a quality experience that they expect and deserve, and the resources for our academic core to deliver on that experience and on the advancement of knowledge.

We are limiting all operational spending to essential purpose purchases or services for the remainder of FY20. We’re looking at all contracts for vendors software and other services which have any kind of clause that lets us cancel and are in the process of canceling many of those.

As previously announced, President Nellis and I are taking a 15 percent pay reduction I have asked the Deans and my senior staff to take at least 10 percent pay cuts. President Nellis has done the same with his leadership team and many of them are taking more than the requested amount.

When it comes to the colleges, I’ve asked every dean to look at what is critical and to consider every option to conserve resources or to generate revenue both in the short term to help weather this pandemic but also with an eye to where we want to be when the pandemic is over.

No one at the institution is going to be unaffected by this crisis. We will follow the faculty handbook in all of these decisions which would include a year of continued employment after a notice of non-renewal for most faculty as defined in the faculty handbook. Here are the criteria we’re using for making academic budget decisions: we must preserve the core mission of serving our students, creating knowledge, and serving our communities including the distinctive and engaged educational experience that Ohio University is known for, that means we’re not just considering data like numbers of majors or degrees awarded or credit hour production, while those are very important, we’re also striving to understand the impact on curriculum and on the experience of our students. We also realize that we cannot sustain everything that we’re doing across all our colleges and campuses.

Other actions that we have taken to date: we have implemented a hiring freeze across the campus for all positions unless they are absolutely essential, during this period we are in the process of reviewing our capital plan and all of our capital projects. We’ve suspended new capital projects that are not funded specifically by external dollars or already issued debt that is required to be utilized for those projects. We are evaluating the projects that are in process to make sure that they are still essential and critical and support the direction of the university moving forward.

We’ve asked all administrative and support units to look at their units and identify what is absolutely essential in order to maintain operations and service in this new environment over the next couple of years we’ve asked all of those units to model 20 percent reductions (many
are doing higher than 20 percent and this includes the restructuring of some of those units; it also includes looking at and removing layers of management and merging organizations to the extent possible.

We want to be careful that we don’t damage some of the units that are critical to providing services like information technology that is so much a core part of our future, so although they are being asked to contribute to reductions they are not being asked to contribute necessarily at that same 20 percent level we want to be strategic in how we make these reductions. Athletics is making adjustments to their expense base relative to their external revenues but they are also modeling along with every other administrative unit reductions to their university support trying to achieve 20 percent if possible; remember they are also they also have to absorb those external revenue losses simultaneously.

We did implement the first of our personnel reductions that was driven not only by the covid19 impacts, but also was part of what we had been discussing and planning prior to covid19 to continue to reduce the administrative costs within the institution, that included that action the elimination of almost 190 positions about 140 employees that are on the payroll for an estimated savings of about 11.3 million dollars per year. Later this week we will be announcing an institutional furlough plan.

One of the most significant changes that was included in the interim furlough policy, that the president approved, was to allow us to implement a tiered furlough structure that was based on compensation or salary level. The prior policy that was in place required that an across the board furlough which did not support either the institution’s values or the feedback we were getting from across the university on principles they would like us to employ when we consider a furlough policy. Nonetheless that furloughs are temporary, they are short-term actions, they will not permanently adjust the university’s operating position and will not be enough to address the significant longer-term challenges that the president has outlined, that we will face here at Ohio University and that all of higher education will face nationally.

President Nellis thanked VP Shaffer.

President Nellis stated that he truly understands the foundational role of the faculty across all parts of our university from the delivery of courses to student mentoring to research and service to our communities and beyond. I also believe our administrative and classified employees play a significant role in our academic mission. It’s all of us together, collectively, that allows us to create this strong academic core and student success well. I understand the call for administrative cuts and will help assure that necessary reductions are made.

We don’t take any cuts of jobs lightly and understand the dramatic impact these decisions have on individuals families and our communities. All these major measures are not enough to address the significant shortfalls we’re facing. As you know we paused planning and process for personnel reductions in March until we knew more about the scope of the COVID 19
pandemic and while much is still unclear, the magnitude is larger than we ever anticipated and we’ll need to move forward with significant measures to ensure the continuation of our core academic mission.

Finally let me say that guiding us through this process, our principles for moving forward, include certainly prioritizing the health safety and welfare of our students, faculty, staff, and communities. While we hope to deliver a face-to-face educational experience in the fall a return to business as usual is not likely to occur in the short term. Particularly, our planning must allow for the flexibility of course delivery and limited density on our campuses for as long as is necessary. In addition we continue to hold fast to the principles we had previously defined to act in the best interests of Ohio University’s core mission of teaching research and creative activity and service that are foremost and as articulated through the “fearlessly first” strategic framework to protect and prioritize student success, academic quality, and scholarly excellence. to embrace accountability, shared governance, and shared responsibility; to ensure data informed decision making, to communicate with one another about the decisions we make, to eradicate internal competition and duplication of courses programs and services, to streamline programs and course offerings with a focus on clear pathways to completion with higher impact particularly in support of our students, to take necessary near-term action in the context of longer-term institutional strategy.

While we’re facing this crisis, we’re responding through efforts designed to answer our significant financial challenges, while we also better position Ohio University so it is more able to meet the needs of today and the future needs of our students we must adapt to the new reality for higher education. We must be more nimble and dynamic and emerge as a university that is able to grow stronger in the years ahead.

Chair Scholl thanked President Nellis, Vice President Shaffer, and Provost Sayrs.

Chair Scholl stated that he appreciated the breadth and the depth and the transparency of each of the presentations. He also stated that he and Vice Chairman Coleman appreciated how they have been kept updated over the past six weeks as the crisis unfolded and deepened.

Chair Scholl suggested that a clear picture of the University’s reserves and budget would be a difficult to obtain by the June meeting but the encouraged the administration to provide the board with whatever summaries they could and to consider a continuing budget resolution in June as till we have a better sense of fall revenues and costs.

Chair Scholl remarked how much he appreciated the efforts of the executive team.

Chair Scholl opened the floor to the Trustees for comments.

Trustee Viehweger thanked President Nellis for providing them with information to help the Trustees understand the situation. She encouraged them to continue to stand tall and show the courage in the face of something that nobody could possibly have predicted.
Trustee Sheil thanked President Nellis for his leadership in these unprecedented times and encouraged the university community to work together.

Chair Scholl stated that the Board of Trustees will be issuing an independent news release after the board meeting; it will be posted on the university website.

Chair Scholl asked if there was any unfinished business, new business, or additional communications.

Chair Scholl recognized and acknowledged 18 years of service on the part of Trustee Goodman.

Chair Scholl recognized Student Trustee Austin McClean as his term comes to an end.

President Nellis stated that he appreciated the support of the board and values your input and dialogue during this extraordinary time.

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, June 18th and 19th, 2020; this meeting will be held online.

Chair Scholl adjourned the meeting at 12:27pm.
Bylaws of the Ohio University Board of Trustees

Revised August 22, 2017
Revised March 17, 2017
Revised August 27, 2015
Revised August 28, 2014
Revised April 19, 2013
Revised September 6, 2012
Revised April 24, 2011
Revised February 10, 2010
Revised January 23, 2009
Revised February 8, 2008
Revised December 17, 2004
Revised September 20, 2002
Revised June 23, 1990
Revised July 14, 1989

Article I. Corporate Authority and Bylaws

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

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

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

Section 4. The nine Trustees appointed by the Governor shall hold voting privileges. The two student trustees, the two national trustees and the chair of the Ohio University Alumni Association Board of Directors may not vote on Board matters but their opinions and advice will be actively solicited and welcomed in Board deliberations.

**Article II. Officers of the Board**

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

(a) Chair

(b) Vice-Chair

(c) Secretary

(d) Treasurer

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

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

Section 4. The Secretary shall keep minutes of all Board meetings and shall promptly distribute copies to all Board members. He or she shall be responsible for the orderly preservation of all records pertaining to Board business, and shall perform all other duties customary to the office or assigned by the Chair or by Board action.
Section 5. The Treasurer shall be responsible for the fiscal management of the University, including supporting budget preparation, the preparation of all officially required financial reports, management of investments, coordination of audits with auditors, including federal and state auditors, overseeing relationships with financial reporting agencies, and all other financial responsibilities generally or specifically assigned by the Board or the President.

Article III. Election of Officers

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

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

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

Article IV. The President and Presidential Duties

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

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

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

Article V. Meetings

Section 1. Regular Meetings. The Board shall hold no fewer than five (5) regular meetings a year, with the date and time fixed in accordance with the provisions of Article II. Section 2.
Section 2. Special and Emergency Meetings. Special and emergency meetings may be held upon the call of the Chair or upon the written request of three (3) Board members to the Secretary.

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

Section 4. Attendance. It shall be the policy of the Board to require full attendance at all meetings of the Board and committees in accordance with Revised Code Section 3.17. Excuses for absence from meetings shall be communicated to the Secretary at least two (2) days before meetings. Persistent unreasonable absences in violation of Ohio law shall be cause, at the pleasure of the Chair, for reporting such delinquency to the appropriate authority of the State of Ohio.

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

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

**Article VI. Standing and Special Committees**

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

1) Academics and Student Success
   a. Responsibilities will include the academic plan; enrollment management; student affairs and life; intercollegiate athletics; diversity; research and technology transfer policies and activities; information technology; communications and marketing; academic appointments; promotion and tenure policies and procedures; academic program reviews; and awarding of degrees. Responsibilities also include providing oversight for educational quality and engagement, student success by reviewing programs, accreditation, and efforts to create a culture of continuous improvement in student outcomes. The Committee will also review metrics for and evidence of quality, success, and affordability to inform Board decisions regarding governance, policy and strategy.

2) Audit and Risk Management
   a. Responsibilities will include the oversight of the internal audit functions, annual or other periodic audits of financial operations, the recommendation of the appointment of an external audit firm to the Board of Trustees, the receipt of the reports of the internal auditor and the external audit firm, and the university’s accountability and compliance procedures. Responsibilities also include assessing and reporting to the Board of Trustees respecting enterprise risks relating to the long-term fulfillment of the University’s teaching, research, and service mission, including but not limited to risks regarding safety, preservation of property, University and Board policies, fiscal integrity, strategic plans, and the necessary and proper conduct of the University’s business and affairs.

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

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

Section 2. The Executive Committee shall be made up of the Chair and Vice Chair of the Board of Trustees and the Chairs of University Academics and Student Success, and the University Resources, Facilities, and Affordability Committees and have broad powers to act in all matters not deemed by the Chair of the Board and the President of the University as of importance to command the immediate attention of the entire Board. All actions of the Executive Committee shall be subject to approval by the Board, except those wherein the Board has delegated to the Executive Committee or the President full power to act for the Board.

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

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

Article VII. Parliamentary Authority
Section 1. When not in conflict with any of the provisions of these Bylaws, the Robert’s Rules of Order Newly Revised shall govern the proceedings of the Board.
Academics and Student Success Committee Meeting
Interoffice Communication

Date:       June 1, 2020

To:        The President and Board of Trustees

From:      Robin Oliver, Vice President University Communications and Marketing

Re:        UCM Marketing and Branding Update

Following up on our presentation during the May board meeting, Vice President Oliver will share a brief update on further progress with the Strategic Initiative to Elevate our Marketing and Branding. This will include:

- an update on visual concepts developed through our brand partnership with Truth & Consequences;
- information about new leadership and services within UCM and across the regional campuses developed through the realignment effort.
Interoffice Communication

Date: June 1, 2020

To: The President and Board of Trustees

From: Julie Cromer, Director of Athletics

Re: Intercollegiate Athletics Update – Information Item

Attached you will find a PowerPoint presentation that outlines timely and relevant updates spanning several topics of interest related to Athletics here at Ohio University.

I would like to draw your attention to the following key points:

1. OHIO student-athletes continue to achieve remarkable graduation and academic success, as evidenced by our most recent Graduation Success Rate (GSR) and Federal Graduation Rate (FGR) outcomes, as well as our Spring 2020 Grade Point Average.

2. Student-athlete well-being initiatives are expanding and progressing, with active planning related to independent oversight of medical care and recent developments in NCAA and MAC policies regarding sexual assault prevention.

3. OHIO compliance and regulatory systems enhancements are ongoing and will be comprehensively evaluated in 2020-21.

4. As the college athletics landscape evolves, OHIO is emphasizing the essential elements of the student-athlete experience and is aligning resources accordingly as we prepare for current and impending economic challenges.

I will be available during the June 18 Academics and Student Success Committee meeting to provide additional feedback.
June 18, 2020

Intercollegiate Athletics Update

Tab #; pg
Athletics Update

• Academic Outcomes
• Student-Athlete Well Being
• Compliance and Regulatory Updates
• Evolving College Athletics Landscape
  • NCAA
  • Mid-American Conference
• Preparations for 2020-21
Academic Outcomes

• Graduation Success Rate
  • 89% for 2012-13 cohort
  • 90% anticipated for 2013-14 cohort (to be released in October)

• Federal Graduation Rate
  • 76% for 2012-13 cohort
  • 78% anticipated for 2013-14 cohort (to be released in October)

• APR
  • 980 for 2018-19 (recently announced)
  • Anticipating improved retention scores for 2019-20

• GPA
  • Spring 2020 term 3.513
Student-Athlete Well-Being

• Expansion of roles for student-athletes in shared governance
• Independent medical authority and sports medicine oversight
• Mental health emphasis
• Sexual assault prevention initiatives
Compliance and Regulatory Updates

- Enhanced NCAA compliance measures have been implemented; a comprehensive systems review will be completed in 2020-21
- Name, Image, Likeness (NIL) proposals
  - Anticipated NCAA action in January 2021
- Student-athlete transfer issues
  - Anticipated NCAA action in 2021
Evolving Landscape of Intercollegiate Athletics

• Coronavirus (COVID-19) pandemic
  – Ongoing planning efforts from internal and external “GO” teams include:
    • Phased approach to return to sports activities
    • Contingency models for athletics events that include facilitation of appropriate social distancing and other measures recommended by public health authorities
Evolving Landscape of Intercollegiate Athletics

• FY20 Forecast
  – Mid-American Conference efficiency measures
    • Focus on sport operations, championship events, and in-person conference programming
  – Ohio Athletics efficiency measures
    • Prioritize MAC competition, regional travel
    • Realignment of student-athlete experience
Interoffice Communication

Date: June 1, 2020

To: The President and Board of Trustees

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

Re: Certificate Programs Approved 2019 – 2020

Twenty-one new certificates were proposed and approved through the Programs Committee of University Curriculum Council in 2019-2020.

The new certificates are listed below:

1. Athletic Training Residency – Graduate
   School of Applied Health Science and Wellness
   College of Health Sciences and Professions

2. Banking and Financial Services – Undergraduate
   Department of Finance
   College of Business

3. Business Analytics Leadership – Graduate
   Department of Management
   College of Business

4. Crisis Communication – Graduate
   Scripps College of Communication

5. Community Risk and Resilience – Graduate
   Voinovich School of Leadership and Public Affairs

6. Dance Production – Undergraduate
   College of Fine Arts
7. **Digital Media Transformation and Innovation** – Graduate  
   Scripps College of Communication

8. **Engineering Analytics** – Graduate  
   Industrial and Systems Engineering  
   Russ College of Engineering and Technology

9. **Environmental Change Management and Leadership** – Graduate  
   Voinovich School of Leadership and Public Affairs

10. **Esports** – Undergraduate  
    McClure School of Emerging Communication Technologies  
    Scripps College of Communication

11. **Executive Management for Healthcare Professionals** – Graduate  
    Department of Management  
    College of Business

12. **Financial Programming** – Undergraduate  
    Department of Finance  
    College of Business

13. **Forensic Studies** – Undergraduate  
    Department of Linguistics  
    College of Arts and Sciences

14. **German Studies** – Undergraduate  
    Department of Modern Languages  
    College of Arts and Sciences

15. **Media for Non-Journalist** – Graduate  
    Scripps College of Communication

16. **Media for Scientists** – Graduate  
    Scripps College of Communication

17. **Nursing Leadership** – Graduate  
    School of Nursing  
    College of Health Sciences and Professions
18. **Planning Resilient Systems** – Graduate  
   Voinovich School for Leadership and Public Affairs

19. **Podcasting** – Undergraduate  
   Scripps College of Communication

20. **Sports Coaching** – Graduate  
   Department of Recreation and Sport Pedagogy  
   Patton College of Education

21. **Sports Leadership** – Graduate  
   Department of Sports Administration  
   College of Business
Interoffice Communication

Date: June 1, 2020

To: The President and Board of Trustees

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

Re: Promotion and Tenure Effective 2020-2021

The results of the promotion and/or tenure review process for 57 tenure-track faculty, the promotion review process for 51 instructional faculty, and the promotion process of 1 clinical faculty member are attached for your information.

For tenure-track faculty, there were 32 promotions to the rank of Associate Professor with Tenure, 1 promotion to the rank of Associate Professor, 2 for Tenure only, and 22 promotions to the rank of Professor.

For instructional faculty, there were 37 promotions to the rank of Associate Professor of Instruction, 13 promotions to the rank of Professor of Instruction and 1 faculty receiving simultaneous promotion to the ranks of Associate Professor of Instruction and Professor of Instruction.

For clinical faculty, there was 1 promotion to the rank of clinical professor.
## College of Arts and Sciences

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<th>Department</th>
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## College of Business

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<td>Jeanette</td>
<td>Buck</td>
<td>School of Theater</td>
</tr>
<tr>
<td>Associate Professor with Tenure</td>
<td>Matthew</td>
<td>Cornish</td>
<td>School of Theater</td>
</tr>
<tr>
<td>Professor</td>
<td>Brian</td>
<td>Evans</td>
<td>School of Theater</td>
</tr>
<tr>
<td>Professor</td>
<td>Kamile</td>
<td>Geist</td>
<td>School of Music</td>
</tr>
<tr>
<td>Associate Professor with Tenure</td>
<td>Elizabeth</td>
<td>Sayrs</td>
<td>School of Music</td>
</tr>
<tr>
<td>Associate Professor with Tenure</td>
<td>Dawn</td>
<td>Wohn</td>
<td>School of Music</td>
</tr>
</tbody>
</table>

### Global Affairs and Center for International Studies

<table>
<thead>
<tr>
<th>Position</th>
<th>First Name</th>
<th>Last Name</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Associate Professor of Instruction</td>
<td>Pittaya</td>
<td>Paladroi-Shane</td>
<td>Center for International Studies</td>
</tr>
</tbody>
</table>

### College of Health Sciences and Professions

<table>
<thead>
<tr>
<th>Position</th>
<th>First Name</th>
<th>Last Name</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Associate Professor of Instruction</td>
<td>Anna</td>
<td>Brooks</td>
<td>School of Applied Health Sciences and Wellness</td>
</tr>
<tr>
<td>Associate Professor of Instruction</td>
<td>Sarah</td>
<td>Webb</td>
<td>Social Work</td>
</tr>
<tr>
<td>Associate Professor with Tenure</td>
<td>Julie</td>
<td>Brown</td>
<td>Social and Public Health</td>
</tr>
<tr>
<td>Associate Professor with Tenure</td>
<td>Kristin</td>
<td>Schuller</td>
<td>Social and Public Health</td>
</tr>
</tbody>
</table>

### Heritage College of Osteopathic Medicine

<table>
<thead>
<tr>
<th>Position</th>
<th>First Name</th>
<th>Last Name</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Associate Professor of Instruction</td>
<td>Chun Cheng</td>
<td>Chen</td>
<td>Biomedical Sciences</td>
</tr>
<tr>
<td>Professor</td>
<td>Rebecca</td>
<td>Code</td>
<td>Biomedical Sciences</td>
</tr>
<tr>
<td>Associate Professor of Instruction</td>
<td>Dawn</td>
<td>Graham</td>
<td>Social Medicine</td>
</tr>
<tr>
<td>Associate Professor with Tenure</td>
<td>Zelalem</td>
<td>Haile</td>
<td>Social Medicine</td>
</tr>
<tr>
<td>Professor of Instruction</td>
<td>Sheridan</td>
<td>Leah</td>
<td>Biomedical Sciences</td>
</tr>
<tr>
<td>Associate Professor with Tenure</td>
<td>Kevin</td>
<td>Lee</td>
<td>Biomedical Sciences</td>
</tr>
<tr>
<td>Associate Professor of Instruction</td>
<td>Brenda</td>
<td>Martinez-Nieves</td>
<td>Biomedical Sciences</td>
</tr>
<tr>
<td>Clinical Professor</td>
<td>Nicholas</td>
<td>Mezitis</td>
<td>Specialty Medicine</td>
</tr>
<tr>
<td>Tenure</td>
<td>Craig</td>
<td>Nunemaker</td>
<td>Biomedical Sciences</td>
</tr>
<tr>
<td>Associate Professor of Instruction</td>
<td>William</td>
<td>Porter</td>
<td>Biomedical Sciences</td>
</tr>
<tr>
<td>Professor</td>
<td>Tracy</td>
<td>Shaub</td>
<td>Family Medicine</td>
</tr>
<tr>
<td>Associate Professor of Instruction</td>
<td>Christian</td>
<td>Stork</td>
<td>Biomedical Sciences</td>
</tr>
</tbody>
</table>

### Patton College of Education

<table>
<thead>
<tr>
<th>Position</th>
<th>First Name</th>
<th>Last Name</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Associate Professor with Tenure</td>
<td>Hyeyoon</td>
<td>Choi</td>
<td>Human and Consumer Sciences</td>
</tr>
<tr>
<td>Professor</td>
<td>Laura</td>
<td>Harrison</td>
<td>Counseling and Higher Education</td>
</tr>
<tr>
<td>Professor</td>
<td>Sara</td>
<td>Helfrich</td>
<td>Teacher Education</td>
</tr>
<tr>
<td>Associate Professor of Instruction</td>
<td>Courtney</td>
<td>Koestler</td>
<td>Teacher Education</td>
</tr>
<tr>
<td>Professor</td>
<td>Yagambaram</td>
<td>Pillay</td>
<td>Counseling and Higher Education</td>
</tr>
<tr>
<td>Associate Professor with Tenure</td>
<td>Lijing</td>
<td>Yang</td>
<td>Counseling and Higher Education</td>
</tr>
<tr>
<td>Associate Professor with Tenure</td>
<td>Yuchun</td>
<td>Zhou</td>
<td>Educational Studies</td>
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</tbody>
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### Regional Higher Education

<table>
<thead>
<tr>
<th>Position</th>
<th>First Name</th>
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</thead>
<tbody>
<tr>
<td>Associate Professor of Instruction</td>
<td>Cathleen</td>
<td>Battiste-Presutti</td>
<td>Arts and Sciences</td>
</tr>
<tr>
<td>Associate Professor of Instruction</td>
<td>Cynthia</td>
<td>Boles</td>
<td>Professional Studies</td>
</tr>
<tr>
<td>Associate Professor of Instruction</td>
<td>Karen</td>
<td>Corcoran</td>
<td>Applied Sciences and Professions</td>
</tr>
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</table>
## Russell College of Engineering and Technology

<table>
<thead>
<tr>
<th>Position</th>
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<tbody>
<tr>
<td>Professor of Instruction</td>
<td>Naseef</td>
<td>Electrical Engineering and Computer Science</td>
</tr>
<tr>
<td>Associate Professor of Instruction</td>
<td>Thomas</td>
<td>Engineering Technology and Management</td>
</tr>
<tr>
<td>Associate Professor with Tenure</td>
<td>Bhaven</td>
<td>Civil Engineering</td>
</tr>
<tr>
<td>Associate Professor of Instruction</td>
<td>Blake</td>
<td>Engineering Dean’s Office</td>
</tr>
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</table>

## Scripps College of Communication

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor</td>
<td>Laura</td>
<td>School of Communication Studies</td>
</tr>
<tr>
<td>Professor</td>
<td>Aimee Edmondson</td>
<td>E. W. Scripps School of Journalism</td>
</tr>
<tr>
<td>Professor of Instruction</td>
<td>Saumya Pant</td>
<td>School of Media Arts and Studies</td>
</tr>
<tr>
<td>Professor</td>
<td>John Smith</td>
<td>School of Communication Studies</td>
</tr>
<tr>
<td>Associate Professor with Tenure</td>
<td>Stephanie Tikkanen</td>
<td>Voinovich School of Leadership and Public Affairs</td>
</tr>
</tbody>
</table>

## Voinovich School of Leadership and Public Affairs

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor</td>
<td>Lesli Johnson Kruse Daniels</td>
<td>Voinovich School of Leadership and Public Affairs</td>
</tr>
</tbody>
</table>

### TENURE-TRACK FACULTY DATA

<table>
<thead>
<tr>
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<td>0</td>
<td>0</td>
<td>0</td>
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<td>Promotion to Associate Professor with Tenure</td>
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<td>22</td>
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<tr>
<td>Promotion to Professor with Tenure</td>
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<tr>
<td>TOTAL</td>
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### INSTRUCTIONAL FACULTY DATA

<table>
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</thead>
<tbody>
<tr>
<td>Promotion to Associate Prof of Instruction</td>
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<td>18</td>
<td>18</td>
<td>11</td>
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<tr>
<td>Promotion to Professor of Instruction</td>
<td>14</td>
<td>4</td>
<td>4</td>
<td>6</td>
<td>12</td>
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<tr>
<td>TOTAL</td>
<td>52</td>
<td>18</td>
<td>22</td>
<td>24</td>
<td>23</td>
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### CLINICAL FACULTY DATA

<table>
<thead>
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</thead>
<tbody>
<tr>
<td>Promotion to Clinical Associate Professor</td>
<td>0</td>
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<td>0</td>
<td>0</td>
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</tr>
<tr>
<td>Promotion to Clinical Professor</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>TOTAL</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>1</td>
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</table>
Interoffice Communication

Date: June 1, 2020

To: The President and Board of Trustees

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

Re: Faculty Fellowship Leaves

Each year Ohio University provides faculty with the opportunity to request leave from their campus responsibilities to concentrate on their research and scholarly activity. These requests, received and approved by the academic and university leadership, are presented to the Board for approval.

A list detailing the college, department, faculty member, and purpose for the leave is included in the resolution.
FACULTY FELLOWSHIP AWARDS
RESOLUTION 2020 –

WHEREAS, the proposed 2020-2021 Faculty Fellowship Leaves listed below have been reviewed in accordance with University policy and found to be meritorious.

THEREFORE, BE IT RESOLVED that the listed leaves be approved, and

BE IT FURTHER RESOLVED that the Executive Vice President and Provost may approve changes in the conditions of the fellowships, but not the total number of fellowships granted for the academic year.

<table>
<thead>
<tr>
<th>College of Arts and Sciences</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Name</strong></td>
</tr>
<tr>
<td>Alexei Davydov</td>
</tr>
<tr>
<td>Haley Duschinski</td>
</tr>
<tr>
<td>Erick Todd Eisworth</td>
</tr>
<tr>
<td>Steven Evans</td>
</tr>
<tr>
<td>Ahmed Falk</td>
</tr>
<tr>
<td>Name</td>
</tr>
<tr>
<td>-----------------</td>
</tr>
<tr>
<td>Maria Fanis</td>
</tr>
<tr>
<td>Daniel Hembree</td>
</tr>
<tr>
<td>Joshua Hill</td>
</tr>
<tr>
<td>Jana Houser</td>
</tr>
<tr>
<td>Robert Ingram</td>
</tr>
<tr>
<td>Joseph McLaughlin</td>
</tr>
<tr>
<td>Vardges Melkonian</td>
</tr>
<tr>
<td>Paul Milazzo</td>
</tr>
<tr>
<td>Name</td>
</tr>
<tr>
<td>--------------------</td>
</tr>
<tr>
<td>Patrick O’Keeffe</td>
</tr>
<tr>
<td>Madappa Prakash</td>
</tr>
<tr>
<td>Kimberly Rios</td>
</tr>
<tr>
<td>Willem Roosenburg</td>
</tr>
<tr>
<td>David Rosenthal</td>
</tr>
<tr>
<td>Nancy Sandler</td>
</tr>
<tr>
<td>Assan Sarr</td>
</tr>
<tr>
<td>Name</td>
</tr>
<tr>
<td>---------------</td>
</tr>
<tr>
<td>William Shambora</td>
</tr>
<tr>
<td>Xiaoping Shen</td>
</tr>
<tr>
<td>Alycia Stigall</td>
</tr>
<tr>
<td>David Tees</td>
</tr>
<tr>
<td>Sergio Ulloa</td>
</tr>
</tbody>
</table>

**College of Business**

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
<th>Terms</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Colin Gabler</td>
<td>Department of Marketing</td>
<td>Fall</td>
<td>Research projects and teach courses in Hungary, France, Belgium to create a strong pipeline of research while expand teaching portfolio and international network.</td>
</tr>
<tr>
<td>Marco Habermann</td>
<td>Department of Management</td>
<td>Spring</td>
<td>Data analysis in Germany in Bosch. Research differences between traditional project management and Agile project management and how they work at Bosch Germany.</td>
</tr>
</tbody>
</table>
Mary Tucker  
Department of Management  
Spring  
Review literature and explore the future-forward leadership attributes needed for the Fourth Industrial Revolution to strengthen development of a new course and provide foundation for further research.

## College of Fine Arts

<table>
<thead>
<tr>
<th>Name</th>
<th>School</th>
<th>Terms</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Zelma Badu-Younge</td>
<td>School of Dance</td>
<td>Fall</td>
<td>Travel to Ghana, Taiwan, and Thailand to collect data to develop an education tool for an interactive and immersive African experience, as well as choreograph new works inspired by Thai and Taiwanese culture.</td>
</tr>
<tr>
<td>Roger Braun</td>
<td>School of Music</td>
<td>Fall and Spring</td>
<td>Conduct creative activity and research with three major proposed projects in Ugandan music composition, as well as performances and presentation, and an extensive series of concert performances.</td>
</tr>
<tr>
<td>Daniel Denhart</td>
<td>School of Theater</td>
<td>Spring</td>
<td>Research to increase expertise in Digital Drafting and industry-related stage automation technology, as well ability to draft in 3-D within AutoCAD and explore platforms Sketch-Up ad Revit.</td>
</tr>
<tr>
<td>Karla Hackenmiller</td>
<td>School of Art + Design</td>
<td>Fall and Spring</td>
<td>Research visual language of graphic novels and comics to be used to create original works combining drawing, print-making and digital illustration.</td>
</tr>
<tr>
<td>Marion Lee</td>
<td>School of Art + Design</td>
<td>Spring</td>
<td>Complete book project “Locating artistic and collecting practices in early 19th-century China” in collaboration with the curator at Tianyi Pavilion Museum and Library in Ningbo, China.</td>
</tr>
<tr>
<td>David Russell</td>
<td>School of Theater</td>
<td>Fall</td>
<td>Complete the scenic, costume, puppet, and prop design for The Enchantment Theater’s Production of Peer Gynt. Develop and possibly install multimedia piece entitled Lacuna at the Kennedy Museum of Art.</td>
</tr>
</tbody>
</table>
### Jason Smith
**School of Music**
**Spring**
Complete online digital resources for tuba-euphonium pedagogy to assist music educators and students.

### Paschal Younge
**School of Music**
**Fall**
Travel to Ghana to research publication projects on African Children’s Songs, Rhymes and Games, as well as work on a book project on the Catholic Liturgy and Mass in Ghana.

### College of Health Sciences and Professions

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
<th>Terms</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Robert Brannan</td>
<td>School of Applied Health Sciences and Wellness</td>
<td>Spring</td>
<td>Teach food science and conduct research in Thailand and the Philippines, as well as research at the National Center for Genetic Engineering and Biotechnology and Technology Development Agency in Bangkok.</td>
</tr>
</tbody>
</table>

### Heritage College of Osteopathic Medicine

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
<th>Terms</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stevan Walkowski</td>
<td>Department of Osteopathic Manipulative Medicine</td>
<td>Fall and Spring</td>
<td>Teach at the Pontifical College of Ecuador in Quito, Ecuador at their Medical School, as well as engage with indigenous healers in the area.</td>
</tr>
</tbody>
</table>

### Patton College of Education

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
<th>Terms</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hyun-Ju Oh</td>
<td>Department of Recreation and Sport Pedagogy</td>
<td>Fall</td>
<td>Continue work and scholarship in the areas of childhood obesity, the child’s right to play as a fundamental human right, physical activity assessment and intervention for underserved youth through community and schools.</td>
</tr>
</tbody>
</table>

### Regional Higher Education

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
<th>Terms</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Camille Leadingham</td>
<td>School of Nursing</td>
<td>Spring</td>
<td>Develop and implement End-of-Life nursing education consortium undergraduate modules into the senior capstone course.</td>
</tr>
<tr>
<td>Name</td>
<td>Department</td>
<td>Terms</td>
<td>Description</td>
</tr>
<tr>
<td>----------------------</td>
<td>-------------------------------------------------</td>
<td>-----------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>John Prather</td>
<td>Department of Mathematics</td>
<td>Spring</td>
<td>Complete monograph exploring different bases for numerals and publish a paper related to these materials, as well as develop materials for departmental math class that can be published on TopHat.</td>
</tr>
<tr>
<td>Candice Thomas-Maddox</td>
<td>Communication Studies</td>
<td>Spring</td>
<td>Complete revisions on textbook “Communicating in Your Personal, Professional, and Public Lives”.</td>
</tr>
</tbody>
</table>

**Russ College of Engineering and Technology**

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
<th>Terms</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Srdjan Nesic</td>
<td>Department of Chemical and Biomolecular Engineering</td>
<td>Spring</td>
<td>Travel to the University of Queensland in Brisbane and Curtin University in Perth, Australia to collaborate with faculty members and finish book on “Corrosion of Milk Steel in Weak Acids” to be published by Wiley.</td>
</tr>
<tr>
<td>Jesus Pagan</td>
<td>Department of Engineering Technology and Management</td>
<td>Fall</td>
<td>Travel to Bozeman, Montana to work in collaboration with faculty from the School of Computing and the Department of Mechanical and Industrial Engineering to incorporate mixed reality into the control of a robotic arm.</td>
</tr>
</tbody>
</table>

**Scripps College of Communication**

<table>
<thead>
<tr>
<th>Name</th>
<th>School</th>
<th>Terms</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bernhard Debatin</td>
<td>School of Journalism</td>
<td>Fall and Spring</td>
<td>Conduct archival research in Berlin and Frankfurt on existing secondary literature to serve as foundation for articles and a book project on journalism ethics.</td>
</tr>
<tr>
<td>Parul Jain</td>
<td>School of Journalism</td>
<td>Fall and Spring</td>
<td>Complete four journal articles and conference presentations based on project examining The New York Times coverage of the topic of health and wellness since 1857.</td>
</tr>
<tr>
<td>Eve Ng</td>
<td>School of Media Arts and Studies</td>
<td>Fall and Spring</td>
<td>Complete current book project titled “Rebranding Gay”, as well as pursue a new project examining media representations of artificial intelligence from a feminist perspective.</td>
</tr>
<tr>
<td>Name</td>
<td>Department</td>
<td>Terms</td>
<td>Description</td>
</tr>
<tr>
<td>--------------</td>
<td>------------------</td>
<td>-------</td>
<td>-----------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Sarah Davis</td>
<td>Environmental Studies</td>
<td>Fall</td>
<td>Collaborate with the National Renewable Energy Lab in Tucson, Arizona to synthesize datasets, learn new systems analysis and quantitative modeling tools, and establish new collaborators in systems analysis for renewable energy and management.</td>
</tr>
</tbody>
</table>
Interoffice Communication

Date: June 1, 2020

To: The President and Board of Trustees

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

Re: Emeriti Nominations

The individuals named have rendered dedicated service to Ohio University and have been recommended by their supervisors for emeriti status upon their retirement.
FACULTY AND ADMINISTRATIVE EMERITI AWARDS

RESOLUTION 2020 –

WHEREAS, the following individuals have rendered dedicated and outstanding service to Ohio University, and

WHEREAS, their colleagues and supervisors have recommended action to recognize their service.

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees hereby approves emeriti status for the following individuals upon their retirement from Ohio University.

<table>
<thead>
<tr>
<th>Name</th>
<th>Unit</th>
<th>Years Svc.</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sergiu Aizicovici</td>
<td>College of Arts and Sciences</td>
<td>31</td>
<td>Professor Emeritus of Mathematics</td>
</tr>
<tr>
<td>John W. Bender</td>
<td>College of Arts and Sciences</td>
<td>34</td>
<td>Professor Emeritus of Philosophy</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>(Posthumous)</td>
</tr>
<tr>
<td>Larry Burmeister</td>
<td>College of Arts and Sciences</td>
<td>12</td>
<td>Professor Emeritus of Sociology</td>
</tr>
<tr>
<td>Philip W. Ehrlich</td>
<td>College of Arts and Sciences</td>
<td>27</td>
<td>Professor Emeritus of Philosophy</td>
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<tr>
<td>Laurie R. Hatch</td>
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<td>13</td>
<td>Professor Emerita of Sociology</td>
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<tr>
<td>Debra A. Henderson</td>
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<td>Mara D. Holt</td>
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<tr>
<td>Mary J. Kelley</td>
<td>College of Arts and Sciences</td>
<td>29</td>
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<tr>
<td>Christine L. Mattley</td>
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<tr>
<td>Dinty W. Moore</td>
<td>College of Arts and Sciences</td>
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<tr>
<td>Gregory C. Nadon</td>
<td>College of Arts and Sciences</td>
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<td>Associate Professor Emeritus of Geological Sciences</td>
</tr>
<tr>
<td>Lois Vines</td>
<td>College of Arts and Sciences</td>
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<tr>
<td>Valorie A. Worthy</td>
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<td>Professor of Instruction Emerita of English</td>
</tr>
<tr>
<td>Catherine N. Axinn</td>
<td>College of Business</td>
<td>27</td>
<td>Professor Emerita of Marketing</td>
</tr>
<tr>
<td>Constance L. Esmond-Kiger</td>
<td>College of Business</td>
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<td>Associate Professor Emerita of Accountancy</td>
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<tr>
<td>Elizabeth A. Gabriel</td>
<td>College of Business</td>
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<td>Associate Professor Emerita of Accountancy</td>
</tr>
<tr>
<td>John L. Keifer</td>
<td>College of Business</td>
<td>32</td>
<td>Associate Professor of Instruction Emeritus of Business Law</td>
</tr>
<tr>
<td>Name</td>
<td>College</td>
<td>Years</td>
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<tr>
<td>David P. Kirch</td>
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<tr>
<td>John D. Stowe</td>
<td>College of Business</td>
<td>12</td>
<td>Professor Emeritus of Finance</td>
</tr>
<tr>
<td>Marilyn Bradshaw</td>
<td>College of Fine Arts</td>
<td>42</td>
<td>Professor Emerita of Art History</td>
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<tr>
<td>Dennis L. Delaney</td>
<td>College of Fine Arts</td>
<td>16</td>
<td>Associate Professor Emeritus of Theater</td>
</tr>
<tr>
<td>David O. Thomas</td>
<td>College of Fine Arts</td>
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<td>Professor Emeritus of Film</td>
</tr>
<tr>
<td>Gary Chleboun</td>
<td>College of Health Sciences and Professions</td>
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<td>Professor Emeritus of Physical Therapy</td>
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<tr>
<td>Debby Henderson</td>
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<td>Gregory R. Janson</td>
<td>College of Health Sciences and Professions</td>
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</tr>
<tr>
<td>Randall W. Leite</td>
<td>College of Health Sciences and Professions</td>
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<td>Dean Emeritus of the College of Health Sciences and Professions</td>
</tr>
<tr>
<td>Timothy J. Ryan</td>
<td>College of Health Sciences and Professions</td>
<td>21</td>
<td>Professor Emeritus of Occupational Hygiene and Safety</td>
</tr>
<tr>
<td>David C. Eland</td>
<td>Heritage College of Osteopathic Medicine</td>
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<td>Professor Emeritus of Osteopathic Manipulative Medicine</td>
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<td>Susan Nolan</td>
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<td>Scott S. Sparks</td>
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<td>Timothy K. Blake</td>
<td>Regional Higher Education</td>
<td>27</td>
<td>Associate Professor Emeritus of Nursing</td>
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<td>Deborah A. Dodson</td>
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<td>Beatrice N. Giannandrea</td>
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<td>Donald L. Moore</td>
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<td>Sheida Z. Shirvani</td>
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<tr>
<td>Christine Wolfe</td>
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<tr>
<td>Robert P. Judd</td>
<td>Russ College of Engineering and Technology</td>
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<td>Professor Emeritus of Industrial and Systems Engineering</td>
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<td>Cynthia R. Marling</td>
<td>Russ College of Engineering and Technology</td>
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<td>Arthur Cromwell</td>
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<tr>
<td>Marilyn Greenwald</td>
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<td>Professor Emerita of Journalism</td>
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<tr>
<td>John Grimwade</td>
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<td>Assistant Professor Emeritus of Visual Communication</td>
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<td>Thomas Hodson</td>
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<td>Hans Kruse</td>
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<tr>
<td>William K. Rawlins</td>
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<td>Stocker Professor Emeritus of Interpersonal Communication</td>
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<tr>
<td>Jefferey Redefer</td>
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<td>Robert K. Stewart</td>
<td>Scripps College of Communication</td>
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<td>Director Emeritus, E. W. Scripps School of Journalism</td>
</tr>
</tbody>
</table>
APPOINTMENT TO REGIONAL COORDINATING COUNCILS

RESOLUTION 2020 -

BE IT RESOLVED by the Ohio University Board of Trustees that the following persons be appointed to membership on the Coordinating Council at each of the regional campuses of Ohio University.

Ohio University - Chillicothe

Tiffany M. Baldwin  For a three-year term beginning July 1, 2020, and ending at the close of business June 30, 2023, vice Rachel Foster, whose term expired.

Pam Johnson  For a three-year term beginning July 1, 2020, and ending at the close of business June 30, 2023, vice Sharon Manson, whose term expired.

Ohio University - Eastern

Aaron Bruggeman  Reappointment of a third three-year term beginning July 1, 2020, and ending at the close of business June 30, 2023.

Jennifer Compston-Strough  Reappointment of a second three-year term beginning July 1, 2020, and ending at the close of business June 30, 2023.

Daniel C. Milleson  For a three-year term beginning July 1, 2020, and ending at the close of business June 30, 2023, vice Harry White, whose term expired.

Ohio University - Lancaster

Theresa Byers  Reappointment of a second three-year term beginning July 1, 2020, and ending at the close of business June 30, 2023.

Melissa A. Clum  For a three-year term beginning July 1, 2020, and ending at the close of business June 30, 2023, vice Mareion Royster, whose term expired.

David Scheffler  Reappointment of a second three-year term beginning July 1, 2020, and ending at the close of business June 30, 2023.
Christopher Veidt  Reappointment of a third three-year term beginning July 1, 2020, and ending at the close of business June 30, 2023.

Ohio University - Southern

Marty D. Conley II  For a three-year term beginning July 1, 2020, and ending at the close of business June 30, 2023, vice Joe Isaac, whose term expired.

Jodi Rowe-Collins  For a two-year term beginning July 1, 2020, and ending at the close of business June 30, 2022, vice Cathy Burns, who resigned.

Ohio University - Zanesville

Angela J. DeRolph  For a three-year term beginning July 1, 2020, and ending at the close of business June 30, 2023, vice John Ulmer, whose term expired.

Robert D. Kessler  For a one-year term beginning July 1, 2020, and ending at the close of business June 30, 2021, vice Jennifer Spillman, who resigned.

Dana Matz  For a three-year term beginning July 1, 2020, and ending at the close of business June 30, 2023, vice Michael Bullock, whose term expired.
Interoffice Communication

Date:       June 1, 2020

To:         The President and Board of Trustees

From:       Elizabeth Sayrs, Executive Vice President and Provost
                        Nicole Pennington, Executive Dean, Regional Higher Education and Lifelong Learning

Re:         Regional Coordinating Council Members

Appointments of members to the Coordinating Council for each regional campus are made annually, at the June Board of Trustees meeting, for the following fiscal year. The Councils serve as a vital link between the regional campuses and their communities regarding programming and relationships with governmental and administrative agencies.

The resolution includes appointment of nine new members for FY 2021 as well as reappointments for the returning members. Enclosed are resumes for new appointees:

- Tiffany M. Baldwin for the Chillicothe campus,
- Pam Johnson for the Chillicothe campus,
- Daniel C. Milleson for the Eastern campus,
- Melissa A. Clum for the Lancaster campus,
- Marty D. Conley II for the Southern campus,
- Jodi Rowe-Collins for the Southern campus,
- Angela J. DeRolph for the Zanesville campus,
- Robert D. Kessler for the Zanesville campus, and
- Dana Matz for the Zanesville campus.
Tiffany M. Baldwin

6 Overlook Drive
Chillicothe, OH  45601
Phone (740) 701-4037-c
tif45601@yahoo.com

Objective
To obtain a position where I can utilize my talents to motivate and lead staff, board members and/or volunteers in a productive and positive work environment.

Education
1987-1991  Ohio University  Athens, Ohio
Bachelor of Science in Hear and Speech Sciences
Graduated Cum Laude

1991-1992  Ohio University  Athens, Ohio
Masters in Speech Language Pathology
1 year completed

Work Experience
1992-1995  Nationwide Insurance  Columbus, Ohio
• Customer service representative for Best of America Annuities

1995-2009  Lee M. Butler, DDS, MS  Chillicothe, Ohio
• Office Manager for orthodontic practice
• Managerial duties included supervising a staff of 14 employees, hiring new employees, handling all financial aspects of the office including accounts payable and receivable, payroll, communication with accountant for preparation of monthly financial statements, liaison between doctor and patient, explaining treatment to the patients in order to “sell” the treatment, HIPAA and OSHA compliance
• Front office duties included answering multi-line phones, scheduling patients, billing, writing patient contracts, handling all patient financial information, applying payments, insurance filing, typing referral letters to professionals

2009-2010  Michael Agenter, DDS, MS  Chillicothe, Ohio
• Resumed Office Manager position from the previously named orthodontic practice, which was purchased by Dr. Agenter
• Resumed same duties as previously mentioned

2010-2012  Chillicothe Fitness & Racquet Club  Chillicothe, Ohio
• Manager of fitness and racquet club
• Managerial duties included supervising a staff of 30 employees, hiring new employees, terminating employees, creating work schedules for all staff, creating class schedules for all instructors, overseeing the working condition of all workout equipment, handling all financial aspects of the club including accounts payable and receivable, communication with accountant for preparation of payroll and monthly financial statements, selling memberships, applying payments, making daily deposits
Work Experience

2012-2018 Wissler, Myers, Kallies Family Dentistry Chillicothe, Ohio
- Scheduling coordinator for dental practice
- Responsibilities included answering multi-line phones, scheduling appointments for all doctors, creating payment contracts, applying account payments, explaining treatment to patients, solving problems and dealing with complaints from patients, balancing daily deposits, opening and closing the office

2018-current Whited, Seigneur, Sams & Rahe, CPA’s Chillicothe, Ohio
- Receptionist
- Responsibilities include answering multi-line phones, distributing and explaining taxes/payroll to clients, collecting time sensitive information for distribution, making sure all tax returns were picked up prior to due dates, making daily deposits

2018-current Downtown Chillicothe Chillicothe, Ohio
- Program Manager
- Responsibilities include working with existing organizations to continue the revitalization of our historic downtown. I work to support downtown business owners, investors and the community at large, by helping to create an inviting downtown atmosphere, harnessing local economic opportunity, highlighting the uniqueness of the area, encouraging local businesses to market cooperatively and the recruitment of new businesses.
- Chair fundraising events to assist in sustaining the program
- Adopt and facilitate procedures to help with the organization and ease of navigating the downtown
- Liaison between downtown businesses and City government

Organizations
Junior Civic League from 2007-April 2014
American Red Cross Board from 2010-2011
Majestic Theater Board - January 2014-December 2017
Adena Women’s Board - September 2016 to current
Adena Advisory Council - March 2019 to current
Chillicothe Ross Chamber of Commerce Board - January 2020 to current
Downtown Development Commission - April 2018 to current

References
Available upon request
Licensure

LPCC-S OH E2779-SUPV
LICDC-CS OH ICDC.110117-CS

Education

3rd year Doctoral Student, Ohio University – Counselor Education and Supervision

Experience

• Agency leadership, change leader and quality improvement 2008 – present
• CARF surveyor 2008 – 2017
• Clinical supervision and training 1998 – 2008
• Direct clinical services counselor 1992 – 1998

Employment

• The Recovery Council 2013 – present
• The Counseling Center 2004 – 2013
• Strategic Transformations (Consultation) 2003 – present
• The Recovery Council 1999 – 2004
• Great Seal Family Care Center 1997 – 1999
• Ohio University-Chillicothe 1994–1997

Publications/Presentations

• Relapse Prevention: Key to Lasting Change In C.S. Bhat, Y. Pillay, & P.R. Selvaraj (Eds.), *Group work experts share their favorite activities for the prevention and treatment of substance use disorders*. Alexandria, VA: Association for Specialists in Group Work.

• Genogram; Wanted: A Higher Power of My Own; and Defining Spirituality In C.S. Bhat, Y. Pillay, & P.R. Selvaraj (Eds.), *Group work experts share their favorite activities for the prevention and treatment of substance use disorders*. Alexandria, VA: Association for Specialists in Group Work.
• Counseling the Modern Appalachian Woman. Ohio Counseling Association, Guidelines. Volume 41. Issue 1 2015
• Upcoming presentation: Substance Abuse in Appalachian Women: Barriers, Contributing Factors, and Interventions (NARMH) 7/2015
• Managing Burnout with Hope and Humor
• Supervision Strategies Multiple dates
• Training on clinical skills Multiple dates

**Research Experience**

• Stories of Addiction and Recovery for Clients Enrolled in Collaborative Treatment for Opioid Dependence Original IRB approved 7/10/14; Awaiting approval for revision

• The Effectiveness of 12 Step CBT on Symptoms of Depression, Anxiety, Addiction Severity, and Successful Completion in Residential Treatment for Substance Abuse Disorders. Original IRB (Marshall University), approved 6/22/17; data collection ended 6/22/19

**Teaching Experience**

• Introduction to Chemical Dependency
• Freshman Orientation and Success
• Career Development: Research and Theory
• Internship

**Affiliations/Memberships**

• American Counseling Association
• Ohio Counseling Association
• Southeastern Ohio Counseling Association, current President
• Ohio Association of Counselor Education and Supervision
• Association for Specialists in Group Work
• Association for Spiritual, Ethical, and Religious Values in Counseling

**Interests**

• Moving the conversation forward regarding the need for competency in substance abuse treatment
• Fighting against stigma for people seeking mental health and addiction treatment services

• Working to improve professional identity and engagement for professional counselors

• Exploring the dynamics specific to Appalachian women with histories of substance abuse and prostitution

• Continuing to serve my community through work in the non-profit organizational sector

• Informing practice, policies, program development, and politics through ongoing scholarly work and leadership activities

• Learning, living, laughing, growing!
DANIEL C. MILLESON

PROFILE
A typical day for me is leaving my home in Cadiz and traveling between our offices while working out of my truck and briefcase. I like skiing, hiking, and basically anything outdoors.

My family’s Southeastern Ohio roots are deep on both sides. I simply hope to leave this place better than how I found it.

CONTACT
PHONE:
740-391-2767

EMAIL:
Dan.milleson@gmail.com

ORGANIZATIONS
Farm Bureau
Foundation for Appalachian Ohio
Multiple Rotary Memberships
Multiple Chamber Memberships

EDUCATION
Ohio University
2007 - 2011
Business Administration ’11

Harrison Central High School, Cadiz, OH
2002 - 2006

WORK EXPERIENCE
Milleson Insurance Agency Owner, Registered Representative
2008 – Present
Experience with mergers and acquisitions, scaling growth, building standards of practice. Opened two new office locations and added 10 licensed agents since purchase of company in 2013.

Ohio House of Representatives, Candidate
2017 – 2018
Toured southeastern Ohio for one year, meeting with constituents and developing a broader understanding of the Appalachian region – it’s challenges, successes, and history.

Vintage Fitness, Owner
2016 – 2019
Purchased and rebranded 150-member fitness center serving Harrison County, Ohio. Sold shares back to partner.

ACTIVISM
Y.E.S. Political Action Committee, Founder/Chairman
2015
Harrison Hills City School District went to the voters for a $53M PK-12 new school campus in the form of a bond issue. The PAC we created fought for passage of this levy by organizing, canvassing, fundraising, and more. The levy passed by 301 votes and our students arrived in the Fall of 2019 at our 220,000 square foot building and 50-acre campus.
Executive Summary

Accomplished, energetic and dynamic Human Resources professional with more than 30 years of dedication in serving employees in the healthcare arena with 2,200 team members. Areas of expertise include: HR operations of recruitment, HRIS, total rewards administration, employee engagement, employee relations, internal communications, leadership development, process improvement and compensation. Committed to building strong relationships with leadership and teams to accomplish strategic goals, and objectives in alignment with organizational service standards, values, and cultural expectations. Innovative, resourceful and highly organized; excellent communication, presentation and follow-through skills; able to build rapport with employees and all levels of management. History of identifying employee needs and recommending programs which benefit staff while achieving organizational goals, reducing expenses, improving employee retention and morale; manages multiple projects simultaneously.

PROFESSIONAL EXPERIENCE

FAIRFIELD MEDICAL CENTER, Lancaster, Ohio

Director-People Services, July 7, 2019 though present.
Responsible for leadership oversight for Human Resources, Learning and Development, FMC Foundation and Center Police departments. Maintain the operations of the division and work with leadership to facilitate organization projects, objectives and strategic planning.

Human Resources Manager, April 2015 - July 2019.
Managed the day to day operations of the Human Resources Department and organization for the functions of sourcing and hiring, pay/benefits and recognition, disciplinary coordination, termination and retirement. Plans, develops and recommends HR programs and projects that align with organizational objectives and goals. Responsible for Human Resources Information System for HR Functions and Internal Communications for the organization. Collaborates with department leadership and provides guidance in HR matters.

• Realigned Total Rewards program over a 3-year period to align market at 50th percentile of competitive markets as well as decreasing expenses for the organization.
• Enhanced recruitment and onboarding processes through employee work teams in alignment with cultural expectations and organizations values
• Coordinated ongoing engagement programs and annual engagement survey participation. Named “Top Workplace” 4 out of 5 years.
• Partnered with leadership to establish position control process for managing full-time equivalents (FTE’s). Tightly monitor organizational vacancies to ensure budgeting expectations

Employee Relations Coordinator, December 2013 – April 2015. Communicated with leadership, employees, departments, applicants and the public for the purpose of providing information and assistance concerning personnel, human relations and work related problems that adversely affects morale, health and productivity. Works collaboratively with leadership to resolve employee and work-related problems. Developed leadership training related to effectively managing through policy
administration and performance management. Assisted with new employee orientation processes as needed and/or assigned for the purpose of ensuring employees are knowledgeable of current practices and administrative processes.

**Human Resources Coordinator**, October 1999 to December 2013. Recruited professional and non-professional staff for 222-bed acute care hospital, physician offices and off-site centers; scope: more than 1,900 professional and non-union employees. Effectively maintains employment process through the efficient use of Position Manager that involves: posting maintenance, coordinating interviews, performing all necessary background screenings and maintaining excellent relationships with managerial staff. Attends recruiting fairs and develops media information for advertising. Assists Director with projects and resolution of employees’ issues as necessary. Schedules orientation and employee physicals and explains benefits. Maintains employee records. Conducts salary surveys; prepares wage information for annual increases; exit interviews; Background includes experience with disability claims, exit interviews, benefits and savings bond enrollment.

**Employment Coordinator**, January 1992 to October 1999. Recruited for exempt, non-exempt and professional staff; coordinated employment advertising and vacancy postings, recruiting fairs, interviewing and selection process, background investigations, employee orientation, training and scheduling. Compiled employee performance appraisal information; maintained personnel records. Managed clerical pool which provided temporary services to all departments.

**Project Assistant**, March 1990 to January 1992. Conducted wage and salary surveys; compiled EEO reports; monitored centralized attendance policy.
  - Assisted in developing criteria-based performance standards and position descriptions.
  - Planned, organized and coordinated employee benefits fairs.
  - Recognized as Employee of the Month, June 1991.
  - Member of Employee Committee.

**Intern - Human Resources**, April 1989 to March 1990. Began part-time while in college; provided administrative and program support for department.

**OHIO UNIVERSITY - LANCASTER**, Lancaster, Ohio

**Recruiter**, Summer 1988. Recruited new students for campus in Lancaster; conducted student interviews and campus tours; responded to telephone inquiries. Staffed promotional booths at malls, job fairs and various community events.
  - Developed and coordinated direct mail marketing programs.
  - Increased enrollment by more than 20% over 1987-88 school year.

**EDUCATION**

**Master of Science in Administration (MSA)**, Central Michigan University, December 2016

**Bachelor of Business Administration (BBA)**, Ohio University, August 1989

**TRAINING AND PROFESSIONAL DEVELOPMENT**

- Society for Human Resources Management (SHRM)
- Participated in Engagement with Disney Institute Cultural Transformation
- Fairfield Leadership Program: Graduate of 2008 Program, Served as Moderator
- Six Sigma Green Belt, Completion in 2008
AFFILIATIONS AND ACTIVITIES

- American Legion Auxiliary, Post 637
- Consistory President, United Church of Christ, Thornville
- Enjoy Music and Member of “Vital Signs” Band

REFERENCES AVAILABLE UPON REQUEST
Marty D. Conley II

135 Pollitt Road  
Russell, KY 41169

Cell (606) 547-1515

Email: marty@visitlawrenceohio.com

Executive Summary

Over 20 plus years of experience in manufacturing and industrial environments. Recently graduated with a Bachelor of Science degree in Applied Management. Involved for over 10 years working in photography in the tri-state area as a freelance and venue photographer. During this time, relationships have been formed working with communities and media outlets. While working in photography and other environments, I have developed essential time management skills, planning skills and effective communication.

Professional Experience

**Lawrence County Convention and Visitors Bureau Director**  
Lawrence Economic Development Corporation  
Lawrence County, OH  
2019 - Present

Promote travel and tourism to Lawrence County

- Work with community leaders on a city, county and state level to promote business in Lawrence County
- Works with the Chamber of Commerce and LEDC to build relationships and information for local businesses as well as new business to the area.
- Builds information of events and experiences for visitors to Lawrence County
- Attends and works with civic and community groups to help grow Lawrence County and the surrounding areas

**Student Ambassador**  
Ohio University Southern  
Ironton, OH  
August 2018 - February 2019

Assist in the enrollment and recruiting processes

- Assist prospective students in the application and enrollment process
- Worked promotional events in the tri-state to assist in marketing and recruiting
- Conducted campus tours to prospective students
- Represented OUS as a Student Ambassador at community meetings to promote
Operator

AK Steel Corporation
Ashland, KY

May 2007 - May 2017

Performed multiple jobs in the finishing process of steelmaking

- Maintained molten steel baths for the steel galvanizing process
- Certified operator of industrial equipment in process; forklifts, tow motors, and overhead cranes
- Collected spelter samples of molten baths and performed zinc bath adjustments to customer specifications
- Submitted and maintained spelter readings to computer applications to ensure quality product
- Communicated with different processes during the finishing application to ensure product specifications to meet customer needs
- Operated and maintained a safe work environment in a high-risk workplace
- Worked a swing shift, with overtime schedule to accommodate needs for labor and production in a 24/7 continuous workplace
- Planned with management and other department personnel to problem solve when situations arise during the steelmaking process

Operator

Pregis Corporation
Wurtland, KY

January 2007 - March 2007

Performed multiple operations in the foam making process from raw product to finished

- Qualified in several job processes in foam production from raw material to finished customer needs
- Operated and qualified to utilize many different operating machines and equipment
- Consistently met the company requirements for finished product for customer deadlines
- Built good relationships with all departments to ensure good product quality during application changes and processes
- Maintain a very high safety record in an industrial workplace environment
- Worked in and around the clock operation with an ability to change or problem solve to situations brought forth by customer needs
- Performed shipping and receiving tasks needed to use in the foam making process as well as loaded finished products to make sure customer quality and needs are met

Education

Bachelor of Science in Applied Management
Ohio University Southern, Ironton, OH

Graduated August 2019
Drafting and Mechanical Design
August 1994 - January 1996
Kentucky Community and Technical College

Awards and Recognition

Graduated Magna Cum Laude from Ohio University Southern, August 2019
Awarded Outstanding Graduate in OUS Applied Management Program 2019

Memberships

Ironton Rotary Club
Southern Wayne Advocacy Council
Ironton Economic and Community Development
JODI ROWE-COLLINS

jodi.rowe@cdbt.com | 740-533-7729
1623 South 5th Street, Ironton, Ohio 45638

PROFESSIONAL SUMMARY
Experienced Banker with professional, strong leadership and relationship-building skills. Dedicated Employee with extensive experience providing first-class Customer Service within business settings. Consistently exceeding expectations through a dedicated work ethic and passion for serving people.

WORK HISTORY

Executive Vice President | Citizens Deposit Bank - 02/1995 - CURRENT
Ironton, Ohio

- Handled complex project management concerns independently and accurately.
- Assisted various business groups with document organization and dissemination during acquisitions.
- Provided excellent service to customers and employees with years of banking and finance knowledge.
- Worked directly with customers and businesses to achieve goals.
- Ensured adherence to FDIC and banking regulations for continued company compliance.
- Delivered an exceptional level of service to each customer by listening to concerns and answering questions.
- Managed team of approximately 30 employees in 4 different offices of CDBT, overseeing the hiring, training, and professional growth of employees.
- Worked closely with President & Branch Managers to maintain optimum levels of communication for the effective and efficient completion of a successful organization.

Executive Vice President | U S Bank - Ironton, Ohio 09/1978 - 02/1995

SKILLS
- Superior customer service
- Customer service, education, and counseling
- Customer service management
- Sales and service-oriented
- Excellent customer service skills
- Executive presentation development
- Executive committee relations
- Commitment to quality and service
- Lending experience

EDUCATION
Ohio University - Southern Campus, Ironton

GCSE:
- Emphasis in Business, Finance & Banking
Banking Diploma: Banking diploma

Ashland Community College, Ashland, Ky
Banking

AFFILIATIONS

- Lawrence Economic Development Corp Board Member
- Greater Lawrence County Area Chamber of Commerce Representative
- Big Brothers Big Sisters of the Tri-State Board Member
- Tank Memorial Stadium Committee Member
- Lawrence County Tobacco Board Member
- Ironton Mayor's Economic Development Committee Member
- Foundation for the Tri-State Board Member
- Lawrence County Friends of Developmental Disabilities Committee Member

CURRENT COMMUNITY AFFILIATIONS:

I am very involved in community organizations and groups, as listed previously, and feel very strong that it is the responsibility of each citizen to give back and pay forward to the communities in which we live, work and raise our families. Due to my strong community beliefs, I take my participation with each organization serious and try to always take time to attend and stay involved.
Angela J. DeRolph

Present Address: 4056 Hopewell Indian Road
Glenford, Ohio 43739

Contact Information
E-mail: aderolphphd@gmail.com
Phone: 567-674-0162

Education:

The Ohio State University School of Public Health, Columbus, Ohio
Masters of Public Health with a Veterinary Specialization, March 2007

The Ohio State University, Columbus Ohio,
Bachelor of Science in Agriculture, June 2005,
Major: Animal Sciences   Minor: Life Sciences

Work Experience:

Perry County Health Department, New Lexington Ohio
- Health Commissioner (September 1, 2010-Present)
- Emergency Preparedness Coordinator – PHEP and PHER Grants (February 1, 2010-Sept 1, 2010)
- Health Educator – Obesity Prevention Grant Coordinator (December 1, 2008-September 30, 2009)

Marion County Health Department, Marion Ohio
- Manager of Office Operations for the Environmental Health Division (July 2008-November 21, 2008)
- Sanitarian-In-Training (April 30, 2007-November 21, 2008)

Perry County Board Activities
- Perry County Chamber of Commerce Board Member
- Perry County Children Services Board Member
- Chair of the Partners for Your Health Committee
- Partners for Your Health Fund Board Member
- Chair of the Perry County Child Fatality Review Board

State - Wide Board Activities
- Association for Ohio Health Commissioners Vice President (previously-2 years)
- Association for Ohio Health Commissioners Fall Conference Planning Chair (previously-2 years)
- Association for Ohio Health Commissioners Public Affairs Committee
- Association for Ohio Health Commissioners Public Health Futures Committee
- Association for Ohio Health Commissioners Bioterrorism Team Committee – Vice Chair
Robert D. Kessler

Bob is the Founder, President, and CEO of Kessler Sign Company, which he opened in 1973. The company, which he began as a one-man business, now employs over 50 people in the Zanesville and Dayton areas.

Prior to founding Kessler Sign Company, Bob attended Ohio University and signed with the New York Mets in 1969. He played with the organization through 1971.

In 1978—along with his brothers, Roger and David—he started Kessler Outdoor Advertising Company. Today this company has 365 billboard faces in Ohio and 79 faces in Florida.

In 1988 he started the first of many commercial real estate and investment companies that he operates with various partners today. They have properties and holdings in four counties.

He was inducted in 1991 into the Oldtimer’s Baseball Hall of Fame, ZHS Hall of Fame and has been honored with the Dick Johnson Civic Leadership award and the civic leadership award of the local chapter of The Boy Scouts of America organization.

Bob has served on the board of directors for many organizations including: the Zanesville Chamber of Commerce, the Community Foundation, Genesis Healthcare System, Bank One, Century National Bank, and is past President of the Zanesville Country Club board. He currently serves on the board of directors for The Wilds, The John M. Ashbrook Center at Ashland University, and North Valley Bank.

He married the former Debbie Bateson in 1970. They have three daughters: Julie, Valerie and Natalie and four grandchildren: Cassandra, Nicholas, Madison and Michael. His daughter, Julie Ponzi, is Co-Owner/Senior Editor of American Greatness. Valarie is a school teacher in the Cleveland area, while Natalie is president and owner of K2 Media in the Florida panhandle.
Dana Matz - Bio

Lifelong resident of Zanesville, Ohio

Graduate of Zanesville High School - 1981

Married to Keely for 32 years with two children Dakota and Cheyenne.
One granddaughter-Whillow

Occupation-

President- Zanesville-Muskingum County Chamber of Commerce beginning June 2016
Manager- Zanesville Downtown Association beginning June 2002

Boards & Committees- Current

- Chamber of Commerce Executives of Ohio- Board member
- Muskingum Valley Human Resources Management Association- Executive Committee member
- Muskingum County Workforce Advisory Board- Board member
- Muskingum County Comprehensive Plan- Co-facilitator 2019/2020
- Bethesda Hospital Board member
- Daybreak Rotary Club Board member
- Friends of Sulsberger Stadium Committee member

Club and organization affiliations

- Lodge of Amity #5
- 32nd Degree Mason- Valley of Cambridge
- Daybreak Rotary Club
- Fraternal Order of Police Auxiliary #5
- Fraternal Order of Eagles Aerie 302

Updated 1.28.2020
HONORARY DEGREE AWARD

RESOLUTION 2020 –

WHEREAS, the University Committee on Honorary Degrees has recommended that Ohio University honor the person listed below through the conferral of an honorary degree,

Jue Chen, Ph.D., Doctor of Science

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of Ohio University approves the degree recommended be conferred at an appropriate time in the future.

Jue Chen, Ph.D.

An alumna of Ohio University, Dr. Chen is a structural biologist and biochemist who has focused her research on ATP-driven transporters for the benefit of humanity. She is currently a professor and head of the Laboratory of Membrane Biology and Biophysics at Rockefeller University and is an investigator for the Howard Hughes Medical Institute.

Dr. Chen has been internationally recognized for her role in the understanding of the molecular mechanisms of multidrug transporters, especially the cystic fibrosis transmembrane conductance regulator, and for her advancements in finding more effective therapies for human diseases.

In 2019, Dr. Chen was recognized by her peers as a distinguished researcher when she was elected to the National Academy of Sciences, making her one of only three Ohio University alumni to earn this prestigious membership. Among her numerous other honors, and in recognition of her significant contributions to the field of membrane protein research, she earned the 2018 Anatrace Membrane Protein Award.

In 2002, Dr. Chen became an assistant professor at Purdue University where she was a Pew Scholar. She was promoted to associate professor in 2007 and professor in 2011. In 2014, Dr. Chen joined Rockefeller University.

Dr. Chen was born in Changsha in China’s Hunan province. After three years at Tongji University in Shanghai, she transferred to Ohio University in Athens, where her uncle was a math professor. She received her Bachelor of Science in Chemistry in the Honors Tutorial College from Ohio University in 1993, a Ph.D. in biochemistry from Harvard University in 1998 and completed her postdoctoral work at Baylor College of Medicine.
HONORARY DEGREE AWARD

RESOLUTION 2020 –

WHEREAS, the University Committee on Honorary Degrees has recommended that Ohio University honor the person listed below through the conferral of an honorary degree,

John A. Roush, Doctor of Humane Letters

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of Ohio University approves the degree recommended be conferred at an appropriate time in the future.

John A. Roush

John A. Roush served as the 20th President of Centre College, located in Danville, KY. On June 30, 2020, Dr. Roush will conclude 22 years of service as president. He leaves a legacy of building leaders for the future and significant contributions to the advancement of Centre College and to his profession in higher education.

An Ohio native, Dr. Roush attended Ohio University and was a member of the Bobcat Football team, playing for legendary coach Bill Hess. He graduated summa cum laude in 1972 with a bachelor’s degree in English and was selected as the National Christian Athlete of the Year. After completing his ROTC training, he was commissioned a Captain in the United States Army Corps.

Since Dr. Roush became the institution’s president, Centre College has established a premier undergraduate scholar program, a Centre Scholars Program to honor outstanding younger faculty and added 14 new endowed professorships. He led the Campaign for A More Perfect Centre, raising nearly $170 million, focusing on endowment for student financial aid, scholarships, and academic program enhancements. His administration completed an institutional planning process, title “Centre Forward,” which holds the promise of setting a new standard for national liberal arts colleges. Centre was ranked No. 1 among all colleges and universities in the South by Forbes magazine in both 2009 and 2010.

Prior to serving as President of Centre College, Dr. Roush worked at the University of Richmond as the Vice President for Planning and Executive Assistant to the President, and Secretary to the Board of Trustees between 1982 and 1998. He has served in many leadership roles, been a member of numerous national boards, and written and published compelling essays and articles on issues in higher education. His many recognitions, honors and awards include the Ohio University Distinguished Alumnus Award, the NCAA Champion Award, the Golden Key and the Blue Key National Honor Society, Ohio University Scholar Athlete of the Year, and three-time Academic All-American for Football. He earned his Master of Education in 1973 and his Ph.D. in Educational Administration in 1979, both from Miami University, for which we forgive him.
Interoffice Communication

Date:       June 1, 2020

To:         The President and Board of Trustees

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

Re:         Regional Higher Education Program Realignment Update

Notification and formal announcement of the Regional Higher Education (RHE) alignment plans which support the One OHIO Strategy and the OHIO Strategic Framework were made to the University Curriculum Council in November 2019 and updated in April 2020 and is presented below.

The plan aligns RHE units to an academic college on the Athens campus effective with the 2020-2021 academic year. Notifications of faculty alignment with Athens departments or schools and colleges were given in April 2020. Alignments to the academic colleges are based on discipline or area of expertise.
To: Dr. Connie Patterson  
Chair, Programs Committee, University Curriculum Council  

CC: Dr. Sara Helfrich  
Chair, University Curriculum Council  

From: Dr. Nicole Pennington  
Interim Executive Dean for Regional Higher Education  

Date: 6 April 2020  

RE: RHE Program Alignment, Department Details  
Updated from 14 January 2020 alignment memo  

This memo is a follow-up to the November 15, 2019 announcement of the RHE Program Realignment. The original and amended announcement memo identified program alignment at the college level. The Ohio University Board of Trustees reviewed the RHE Program alignment plans during their January 2020 meeting, and following that meeting, we began work to confirm alignment at a department level.

Current degree programs and subject areas within the Office of Regional Higher Education will realign to the following units, effective with the 2020-2021 academic year.

<table>
<thead>
<tr>
<th>Program Name</th>
<th>Aligned College &amp; Department or School</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Baccalaureate Degrees</strong></td>
<td></td>
</tr>
<tr>
<td>Applied Management (BS5511)</td>
<td>College of Business, Department of Management</td>
</tr>
<tr>
<td>SAM courses</td>
<td></td>
</tr>
<tr>
<td>Sport &amp; Lifestyle Studies (BS5512)</td>
<td>Patton College of Education, Department of Recreation &amp; Sport Pedagogy</td>
</tr>
<tr>
<td>SLS courses</td>
<td></td>
</tr>
<tr>
<td>Technical &amp; Applied Studies (BT5510)</td>
<td>University College</td>
</tr>
<tr>
<td>TAS courses</td>
<td></td>
</tr>
<tr>
<td><strong>Associate of Applied Business Degrees</strong></td>
<td></td>
</tr>
<tr>
<td>Accounting Technology (AA5002)</td>
<td>College of Business, School of Accountancy</td>
</tr>
<tr>
<td>ATCH courses</td>
<td></td>
</tr>
<tr>
<td>Business Management Technology (AA5006)</td>
<td>College of Business, Department of Management</td>
</tr>
<tr>
<td>BMT courses</td>
<td></td>
</tr>
<tr>
<td>Computer Science Technology (AA5010)</td>
<td>Russ College of Engineering, School of Electrical Engineering &amp; Computer Science</td>
</tr>
<tr>
<td>CTCH courses</td>
<td></td>
</tr>
<tr>
<td><strong>Associate of Applied Science Degrees</strong></td>
<td></td>
</tr>
<tr>
<td>Electronic Media (AA5013)</td>
<td>Scripps College of Communication, School of Media Arts &amp; Studies</td>
</tr>
<tr>
<td>EM courses</td>
<td></td>
</tr>
<tr>
<td>Equine Studies (AA5017)</td>
<td>Patton College of Education, Department of Recreation &amp; Sport Pedagogy</td>
</tr>
<tr>
<td>EQU courses</td>
<td></td>
</tr>
<tr>
<td>Engineering Technology (AA5023) ENGT courses</td>
<td>Russ College of Engineering, Department of Engineering Technology &amp; Management</td>
</tr>
<tr>
<td>-----------------------------------------------</td>
<td>--------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Environmental Engineering Technology (AA5018) EVT courses</td>
<td>College of Health Sciences &amp; Professions, Department of Social and Public Health</td>
</tr>
<tr>
<td>Human Services Technology (AA5201) HST courses</td>
<td>College of Health Sciences &amp; Professions, Department of Social Work</td>
</tr>
<tr>
<td>Law Enforcement Technology (AA5505) LET courses</td>
<td>University College</td>
</tr>
<tr>
<td>Medical Assisting Technology (AA5019) MAT courses</td>
<td>College of Health Sciences &amp; Professions, Department of Interdisciplinary Health Studies</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td></td>
</tr>
<tr>
<td>Real Estate (REAL) courses</td>
<td>University College</td>
</tr>
<tr>
<td>Office Administration Technology (OAT) courses Inactive major (AA5005, AA5014)</td>
<td>University College</td>
</tr>
<tr>
<td>Health Technology (HTCH) courses Inactive major (AA5022)</td>
<td>College of Health Sciences &amp; Professions, Department of Interdisciplinary Health Studies</td>
</tr>
<tr>
<td>Deaf Studies &amp; Interpreting (DSI) courses Inactive major (AA5003)</td>
<td>College of Health Sciences &amp; Professions, School of Rehabilitation and Communication Sciences</td>
</tr>
<tr>
<td>Associate of Technical Study (AS5513, plus new major codes TBD)</td>
<td>University College</td>
</tr>
<tr>
<td>Hazardous Materials Technology (HMT) courses</td>
<td>College of Health Sciences &amp; Professions, Department of Social and Public Health</td>
</tr>
</tbody>
</table>

While the table above reflects active programs and subject areas, it is possible that students will return to OHIO under now-inactive programs that originally aligned with the Office of Regional Higher Education. Inactive programs with active subject areas are noted in the “Other” table; however, inactive programs and subject areas will align as follows:

- Industrial Maintenance (AA5020) and Material Management Technology (MMT courses): Russ College of Engineering, Department of Engineering Technology and Management
- Travel and Tourism Management (AA5016): Patton College of Education, Department of Human and Consumer Sciences
- Security Safety (AA5506): University College

Interoffice Communication

Date:       June 1, 2020

To:         The President and Board of Trustees

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

Re:         College of Arts and Sciences — Department of Psychology —
            BA to BS Degree Designation Change

The Department of Psychology in the College of Arts and Sciences proposal to change the Bachelor of
Art degree designations in Psychology, Psychology (e-campus), and Psychology Pre-Physical Therapy
to the Bachelor of Science has been approved by the University Curriculum Council.

Compared to the Bachelor of Art degree, the Bachelor of Science degree represents better the current
major curriculum, reflects more accurately changes in the discipline, and addresses with greater
flexibility the needs of future majors. There is no change in the major degree requirements. The only
consequence of the change is majors will need to complete one year of foreign language instead of two
to the satisfy the College of Arts and Sciences foreign language requirement.

The University Curriculum Council approved the designation change at its meeting on April 28,
2020. The Chancellor in the Ohio Department of Higher Education approved the request on May
• Date of submission
3/11/2020

• Program code
BA4101

• Program name
Psychology

• Name(s) and email(s) of individual(s) proposing the program change
Bruce Carlson (carlsonb@ohio.edu)

• Home dept/school and college of program
Department of Psychology, College of Arts and Sciences

• A brief (< 250 word) summary of the proposed change and rationale (including any changes to credit hours and identification of all other academic units impacted by the change)

The purpose of this proposal is to request a change in the program from a BA degree to a BS degree. Compared to the BA degree, the BS degree will represent better the current major curriculum, will reflect more accurately changes in the discipline, and will address with greater flexibility the needs of future majors (see detailed rationale below). No change in the major degree requirements is being proposed. The only consequence of this proposed change is that majors will need to complete one year of a foreign language instead of two to satisfy the College of Arts and Sciences foreign language requirement.

• A detailed description of the proposed changes. For each course, include prefixes, numbers, names, and credit hours. It is often most effective to use a comparison table explaining the proposed curriculum alongside the existing curriculum, for example:

No change to the major curriculum is being proposed.

• Rationale behind proposed changes

We are requesting the change from the BA degree to the BS degree because we believe that the BS degree better reflects our curriculum. First, as a STEM discipline, the department already offers a curriculum that emphasizes scientific training. All majors are required to complete courses in statistics (PSY2110) and research methodology (PSY2120). In addition, content courses in Psychology are grounded in empirical research, i.e., course content is tied
to specific research studies and the communication of that content often requires a
discussion of research methodology and a basic understanding of statistics. Further,
undergraduate participation in research is strongly encouraged, e.g., every semester,
approximately 100 undergraduate psychology majors enroll in PSY3940 to earn credit working
in faculty research labs. Second, the department’s assessment plan emphasizes the
assessment of student skills in both statistics and research methods. Third, the department
has invested heavily in undergraduate research. As noted earlier, approximately 100
psychology majors earn academic credit each semester by engaging in research under the
supervision of faculty and graduate students. The department has also committed quasi-
endowment funds to support undergraduate research. The department uses these funds to
pay for all posters prepared by undergraduates for the Ohio University Research Expo or any
regional or national conference. It also uses these funds to defray the costs of undergraduate
research and travel to professional conferences.

The change that we are requesting from the BA degree to the BS degree reflects not just our
curriculum but broader changes that have taken place in our discipline over the last 100 years
and that have accelerated over the last 10-15 years. This is most evident in the number of
departments of Psychology that have changed their names to better reflect the discipline’s
standing as a STEM discipline. It is now common to find departments of Psychological
Sciences (e.g., Purdue, Kent State, Case Western Reserve), Psychological and Brain Sciences
(e.g., Indiana University, Johns Hopkins, University of Iowa, Dartmouth), and even Cognitive,
Linguistic & Psychological Sciences (e.g., Brown). While many people are familiar with the
American Psychological Association, they may be less familiar with the 35,000-member
Association for Psychological Science, that was established in 1988 and is dedicated to the
advancement of psychology as a scientific discipline. They also may not be aware of the
creation in 2007 of the Psychological Clinical Science Accreditation System (PCSAS)
established by the Academy of Psychological Clinical Science which emphasizes the training of
clinical psychologists who are not only schooled in an understanding of mental and behavioral
health problems that is rooted in empirical research but whose training emphasizes the
integration of research and practice. Departments in institutions such as the University of
California, Berkeley, the University of Michigan, and Vanderbilt University have renamed their
Clinical Psychology programs as Clinical Science programs.

In addition to better reflecting the nature of our curriculum as well as changes that have
taken place in the discipline, the change from the BA to the BS should provide additional
benefits to the department and perhaps the university. First, parents of prospective
undergraduate psychology majors often ask our Undergraduate Chair whether we offer the
BS degree. At least some parents appear to attribute greater value to the BS than they do to
the BA. Second, although the change in the overall curriculum in psychology is slight, i.e., the
reduction of two foreign language classes, the additional flexibility will enable us to better
serve our majors as we help each of them to design a curriculum that better reflects their
individual career goals and that satisfies the need for individualized educational plans under
the new Guarantee+. While we expect many majors will continue to develop mastery in a foreign language, since such expertise may be beneficial to students who pursue careers in the mental health field, others will be able to make other choices that will better align with their own career goals, such as having more room in their schedules to obtain additional training in other STEM disciplines or gaining more experience working in research laboratories.

• Impact on program learning outcomes and assessment plans

We don’t believe that the proposed change will impact program learning outcomes or assessment plans since they already emphasize the development of methodological and statistical skills. We believe that the change we are proposing is in line with the department’s current learning outcomes and assessment plans.

• Evidence of consultation (in all cases where your program impacts other academic departments or schools), cooperation and/or collaboration with other OHIO programs impacted by this change

The Department of Modern Languages was consulted. Dr. Coski’s response follows:

Coski, R Christopher <coski@ohio.edu>
Tue 3/3/2020 9:48 AM
To: Carlson, Bruce carlsonb@ohio.edu

Hi Bruce:

Thank you for letting us know. This will be helpful in our planning as we move forward. While this will impact our enrollments, the impact will hopefully not be too serious (right now only 5 online psychology students are enrolled in SPAN 2120). In terms of the change itself, Modern Languages has no academic objection to it (nor should we have – you know best what students in your field require). We will continue to support your language needs as best we can, however those needs may evolve.

Chris
RESOLUTION 2020 –

WHEREAS, the Department of Recreation and Sport Pedagogy in the Patton College of Education supports a name change for its Recreation Studies program, and

WHEREAS, the proposed name change was approved by the University Curriculum Council on March 17, 2020, and

WHEREAS, the proposed name change reflects curricular revision and aligns the program with the Master of Science degree name, and

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

NOW THEREFORE, BE IT RESOLVED that the Recreation Studies program in the Department of Recreation and Sport Pedagogy in the Patton College of Education be renamed Parks, Recreation and Leisure Studies.
Interoffice Communication

Date:       June 1, 2020

To:         The President and Board of Trustees

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

Re:         Patton College of Education – Name Change for Recreation Studies

The Department of Recreation and Sport Pedagogy in the Patton College of Education offers the Master of Science degree Parks, Recreation, and Leisure Studies through the Recreation Studies program. A resolution is attached seeking board approval to change the program name of Recreation Studies to Parks, Recreation and Leisure Studies, aligning the Master of Science degree name with the program name.

The department has revised the degree curriculum by decreasing required credit hours and requiring students to complete a certificate program or a cognate area. No board action is required for the curricular changes.
PROPOSAL FOR CHANGES IN PROGRAM

___Undergraduate       X Masters       ___Doctorate       ___Certificate       ___Minor

Today’s Date: January 15, 2020

Program Code: MS8135

Program Name: Recreation Studies

Contact name and email for this proposal:

Brief (< 250 word) Summary of Proposed Changes and Rationale:
[Note any impact on total program hours, any impact on resource requirements or faculty, and identify patron departments (departments affected by the change) to be included in the approval queue]

Proposed changes:
1. Change program name from Recreation Studies to Parks, Recreation & Leisure Studies (PRLS).
2. Reduce overall number of required credit hours from 36 to 30. To accomplish this, move REC 6490 from the core curriculum into the Recreation Management concentration and eliminate three hours of elective coursework.
3. Remove Campus Recreation concentration.
4. Update Recreation Management concentration.
5. Require students to complete a certificate program or a cognate area.

Rationale for changes:
1. Program name change is to align the program name with the degree name (MSPRLS).
2. Reducing required credit hours is intended to make the degree more accessible, both financially and in terms of the time required to complete the degree. Moving REC 6490 from the core curriculum into the Recreation Management concentration is intended to reduce the number of core course requirements while also strengthening the concentration.
3. The Campus Recreation concentration is being eliminated due to limited resources and decreasing demand for the concentration resulting from the reduction in GA positions in the Department of Campus Recreation.
4. Recreation Management concentration is being updated to remove courses not directly related to the discipline, while recently developed courses related to the discipline are being added to the concentration.
5. Completion of a certificate or cognate in a complementary area of study will enrich the quality of students’ academic experiences in the program by offering a more focused course of study than is currently required in the program while also allowing students the flexibility to design a plan of study most suitable to their academic and career interests. See list of certificates and letters of support from certificate program directors below.
Detailed Description of Proposed Changes and Rationale (for changes that require additional explanation):

The following are descriptions of the program in its current form as well as under the proposed changes. Elements of the current program that will affected by these proposed changes are highlighted in yellow in the description of the current program. Proposed changes to the program are highlighted in green under the description of the program as it will appear if these proposed changes are approved and adopted.

### Master of Science in Parks, Recreation & Leisure Studies

<table>
<thead>
<tr>
<th>Current Program</th>
<th>Proposed Changes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Graduation Requirements:</strong> Students who pursue a master’s degree in Parks, Recreation and Leisure Studies will be required to complete a minimum of <strong>36 credit hours</strong>. The information that follows outlines the specific curriculum components of the program and highlights the available options students have for completing their capstone experience.</td>
<td><strong>Graduation Requirements:</strong> Students who pursue a master’s degree in Parks, Recreation and Leisure Studies will be required to complete a minimum of <strong>30 credit hours</strong>. The information that follows outlines the specific curriculum components of the program and highlights the available options students have for completing their capstone experience.</td>
</tr>
<tr>
<td><strong>Core Courses (12 cr)</strong></td>
<td><strong>Core Courses (9 cr)</strong></td>
</tr>
<tr>
<td>• REC 6010 Trends &amp; Global Issues in Recreation &amp; Leisure (3 cr)</td>
<td>• REC 6010 Trends &amp; Global Issues in Recreation &amp; Leisure (3 cr)</td>
</tr>
<tr>
<td>• REC 6080 Research Methods &amp; Statistical Applications (3 cr)</td>
<td>• REC 6080 Research Methods &amp; Statistical Applications (3 cr)</td>
</tr>
<tr>
<td>• REC 6170 Sport &amp; Leisure in Society (3 cr)</td>
<td>• REC 6170 Sport &amp; Leisure in Society (3 cr)</td>
</tr>
<tr>
<td>• REC 6490 Administration of Recreation &amp; Leisure Services (3 cr)</td>
<td></td>
</tr>
<tr>
<td><strong>Areas of Specialization (minimum of 9 cr)</strong></td>
<td><strong>Areas of Specialization (minimum of 9 cr)</strong></td>
</tr>
<tr>
<td>• Recreation Management (select 3 of the following courses)</td>
<td>• Recreation Management (Complete 3 of the following courses)</td>
</tr>
<tr>
<td>o REC 5430 - Marketing for Recreation &amp; Leisure Services (3 cr)</td>
<td>o REC 5430 - Marketing for Recreation &amp; Leisure Services (3 cr)</td>
</tr>
<tr>
<td>o REC 5460 - Parks and Protected Areas Management (3 cr)</td>
<td>o REC 5460 - Parks and Protected Areas Management (3 cr)</td>
</tr>
<tr>
<td>o REC 5620 - Convention &amp; Event Planning (3 cr)</td>
<td>o REC 5630 - Festival and Special Event Operations (3 cr)</td>
</tr>
<tr>
<td>o REC 6011 - Finance &amp; Marketing in Recreation &amp; Leisure</td>
<td>o REC 6011 - Finance &amp; Marketing in Recreation &amp; Leisure</td>
</tr>
</tbody>
</table>
## Services (3 cr)
- COED 6540 - Management & Leadership in Sport
- MPA 6200 - Introduction to Public Administration (3 cr)
- MPA 5860 - Public Budgeting (3 cr)

### Campus Recreation (select 3 of the following courses)
- EDHE 5880 - Introduction to Higher Education & Student Affairs (3 cr)
- EDHE 6885 - History and Philosophy of Higher Education (3 cr)
- EDHE 6890 - Legal Issues in Higher Education (3 cr)
- EDHE 7210 - Diversity in American Higher Education (3 cr)
- EDHE 7780 - Assessment and Evaluation in Higher Education (3 cr)
- EDHE 7790 - Finance and Budgeting in Higher Education (3 cr)
- EDHE 7820 - Effective Curriculum Development and Teaching Practices in American Higher Education (3 cr)
- EDHE 8900 - International and Comparative Higher Education (3 cr)
- EDCP 5210 - Student Development Theory (4 cr)
- EDCP 6300 - Helping Relationship in Higher Education (4 cr)
- EDCP 7250 - Advanced Student Development Theory (3 cr)

### Outdoor Recreation & Education (select 3 of the following courses)
- REC 5400 - Environmental Interpretation (3 cr)
- REC 5460 - Parks and Protected Areas Management (3 cr)
- REC 5550 - Principles of Ecotourism (3 cr)
- REC 5740 - Facilitating the Adventure Experience (3 cr)
- REC 5800 - Wilderness Literature (3 cr)
- REC 6750 – Advanced Concepts & Issues in Adventure Programming (3 cr)
- REC 6800 - Philosophy of Experiential Education (3 cr)

## Certificate Program and Cognate Options (Minimum 9 cr)
Students must complete a graduate certificate program or identify nine credit hours of elective coursework in consultation with their academic advisor to fulfill the total number of credit hours required to earn the master’s degree. The following are certificate programs that students can select:

### Certificate Program Options
- Arts Administration
- Community Dance
- Geographic Information Sciences
- Museum Studies
- Theatre & Production Management
- REC 5800 - Wilderness Literature (3 cr)
- REC 6750 - Advanced Concepts & Issues in Adventure Programming (3 cr)
- REC 6800 - Philosophy of Experiential Education (3 cr)

**Electives:** Students must complete from seven to nine credit hours of elective coursework to fulfill the total number of credit hours required to earn the master’s degree. Courses should be chosen in consultation with the graduate student’s academic advisor. Students electing to complete a thesis must take at least one additional research class to fulfill the elective credit hours.

**Capstone Experience (6 cr)**
- Thesis Option: REC 6950 - Thesis Research (6 cr)
- Non-thesis Option: Students who elect to complete the non-thesis option must complete comprehensive exams, a practically-oriented professional project, or a mentored writing project in lieu of the thesis. Students electing this option must complete six (6) hours of additional coursework in support of the capstone experience. This additional coursework must be chosen in consultation with the student’s academic advisor and should support continued growth in the student’s professional area of interest. This coursework should also complement the work of students who elect to complete the professional project or mentored writing project.
Subject: Re: Request to Include Arts Administration as a Graduate Certificate Option in PRLS Master’s Program

Date: Friday, December 6, 2019 at 10:04:46 AM Eastern Standard Time
From: Camper Moore, Christine
To: Martin, Bruce

Bruce:

Thanks for checking in!
I am happy to have the Arts Administration Graduate Certificate included for the PRLS program. Please let me know of any questions.

Best,
Christi

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Christi Camper Moore, Ph.D.
Assistant Professor, Dance
Head of Arts Administration
Ohio University
School of Dance
Putnam 115
Athens, OH 45701
740.593.1824
campermo@ohio.edu

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From: Martin, Bruce <martinc2@ohio.edu>
Sent: Thursday, December 5, 2019 8:45 PM
To: Camper Moore, Christine <campermo@ohio.edu>
Cc: Szolosi, Andrew <szolosi@ohio.edu>
Subject: Request to Include Arts Administration as a Graduate Certificate Option in PRLS Master’s Program

Dear Christi,

Faculty members in the Parks, Recreation & Leisure Studies (PRLS) program are currently in the process of revising the curriculum for the PRLS master’s program. One of the changes being proposed is to require students to complete a graduate certificate program that would complement their academic and career interests. We are currently working to compile a list of graduate certificate programs that complement the PRLS discipline and have identified the Arts Administration graduate certificate as a good fit for this list. Consequently, I am writing to you to request permission to include this program among the certificate programs to be included on this list.

Please contact me with any questions or concerns as you consider this request. I would be happy to provide additional information if needed. I look forward to your response.
Subject: Re: Request to Include Community Dance as a Graduate Certificate Option in PRLS Master's Program

Date: Friday, December 6, 2019 at 4:22:44 PM Eastern Standard Time

From: Randall, Tresa
To: Martin, Bruce
CC: Szolosi, Andrew

Dear Bruce,

Thanks for your email. Yes, we would be happy to have the Community Dance Graduate Certificate included in the list of options for students in the PRLS master’s program. Admission to the Community Dance certificate requires some prior dance training, so it won’t be a good fit for every student. However, an undergraduate major in dance is not required — just enough familiarity to be able to successfully engage in the coursework. We are excited to expand our pool of students, and I think that this is a great opportunity for both of our programs.

Best,
Tresa

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Tresa Randall, PhD
Associate Professor
School of Dance
Director of Studies, Honors Tutorial College Program in Dance
Ohio University

On Dec 5, 2019, at 8:49 PM, Martin, Bruce <martinc2@ohio.edu> wrote:

Dear Tresa,

Faculty members in the Parks, Recreation & Leisure Studies (PRLS) program are currently in the process of revising the curriculum for the PRLS master’s program. One of the changes being proposed is to require students to complete a graduate certificate program that would complement their academic and career interests. We are currently working to compile a list of graduate certificate programs that complement the PRLS discipline and have identified the Community Dance certificate program as a potentially good fit for this list. Consequently, I am writing to you to request permission to include this program among the certificate program options to be included on this list.

Please contact me with any questions or concerns as you consider this request. I would be happy to provide additional information if needed. I look forward to your response.

Sincerely,
Bruce

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Bruce Martin, Ph. D.
Editor-in-Chief, Journal of Outdoor Recreation, Education & Leadership
Professor & Department Chairperson
Subject: RE: Request to Include Geographic Information Science as a Graduate Certificate Option in PRLS Master’s Program

Date: Saturday, December 7, 2019 at 4:04:36 PM Eastern Standard Time

From: Sinha, Gaurav
To: Martin, Bruce
CC: Szolosi, Andrew

Hello Bruce,

We will be happy to have your students do GIScience certificate. Are you aware that there is now also an online certificate through the e-campus as well. If somebody wants to take online courses, therefore, for some of our courses, that may also be possible. Also, right now, our on-campus certificate requires 4 courses, but we may request a change to make it only 3 courses, in line with new certificates. We are not sure of it though. It may or may not happen.

Best,
-Gaurav

From: Martin, Bruce <martinc2@ohio.edu>
Sent: Friday, December 6, 2019 5:47 PM
To: Sinha, Gaurav <sinhag@ohio.edu>
Cc: Szolosi, Andrew <szolosi@ohio.edu>
Subject: Request to Include Geographic Information Science as a Graduate Certificate Option in PRLS Master's Program

Dear Gaurav,

Faculty members in the Parks, Recreation & Leisure Studies (PRLS) program are currently in the process of revising the curriculum for the PRLS master’s program. One of the changes being proposed is to require students to complete a graduate certificate program that would complement their academic and career interests. We are currently working to compile a list of graduate certificate programs that complement the PRLS discipline and have identified the Geographic Information Science certificate program as a good fit for this list. Consequently, I am writing to you to request permission to include this program among the certificate program options to be included on this list.

Please contact me with any questions or concerns as you consider this request. I would be happy to provide additional information if needed. I look forward to your response.

Sincerely,
Bruce

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Bruce Martin, Ph. D.
Editor-in-Chief, Journal of Outdoor Recreation, Education & Leadership
Professor & Department Chairperson

OHIO UNIVERSITY
The Gladys W. and David H. Patton College of Education
Department of Recreation & Sport Pedagogy
Hi Bruce,

I agree that our Museum Studies program is a good fit and please feel free to list it. I should add that to get into the certificate program, students must apply and be accepted. With that being said, it’s rare for a student to be denied.

Ed

Edward E. Pauley
Director
Kennedy Museum of Art
Museum Studies Certificate Program
Lin Hall
1 Ohio University
Athens, Ohio 45701-2979
Phone: (740) 597-1811

Even though the road ahead is long
You can never really go wrong
When you’ve made up your own song - Tedeschi Trucks Band

Dear Tresa,

Faculty members in the Parks, Recreation & Leisure Studies (PRLS) program are currently in the process of revising the curriculum for the PRLS master’s program. One of the changes being proposed is to require students to complete a graduate certificate program that would complement their academic and career interests. We are currently working to compile a list of graduate certificate programs that complement the PRLS discipline and have identified the Museum Studies certificate program as a good fit for this list. Consequently, I am writing to you to request permission to include this program among the certificate program options to be included on this list.

Please contact me with any questions or concerns as you consider this request. I would be happy to provide additional information if needed. I look forward to your response.

Sincerely,
Subject: Re: Request to Include Theatre and Production Management as a Graduate Certificate Option in PRLS Master's Program

Date: Monday, December 9, 2019 at 11:32:06 AM Eastern Standard Time

From: Buck, Jeanette
To: Martin, Bruce

Bruce,

Yes, please include the Theater and Production Management certificate on your list.

Best,
Jeanette

Jeanette Buck
Head BFA Stage Management
Production Manager Theater Division
Production Manager Tantrum Theater
Ohio University
buckj@ohio.edu

From: Martin, Bruce <martinc2@ohio.edu>
Sent: Thursday, December 5, 2019 8:55 PM
To: Buck, Jeanette <buckj@ohio.edu>
Cc: Szolosi, Andrew <szolosi@ohio.edu>
Subject: Request to Include Theatre and Production Management as a Graduate Certificate Option in PRLS Master's Program

Dear Jeanette,

Faculty members in the Parks, Recreation & Leisure Studies (PRLS) program are currently in the process of revising the curriculum for the PRLS master’s program. One of the changes being proposed is to require students to complete a graduate certificate program that would complement their academic and career interests. We are currently working to compile a list of graduate certificate programs that complement the PRLS discipline and have identified the Theatre and Production Management certificate program as a good fit for this list. Consequently, I am writing to you to request permission to include this program among the certificate program options to be included on this list.

Please contact me with any questions or concerns as you consider this request. I would be happy to provide additional information if needed. I look forward to your response.

Sincerely,
Bruce

Bruce Martin, Ph. D.
Editor-in-Chief, Journal of Outdoor Recreation, Education & Leadership
Professor & Department Chairperson
Dear Bruce,

Thank you for contacting me. Yes, you have the SoA+D's permission to list the Visual Arts Management Certificate as an option for your students.

Best,
k

Bruce Mar9n, Ph. D.
Editor-in-Chief, Journal of Outdoor Recreation, Education & Leadership
Professor & Department Chairperson

OHIO UNIVERSITY
The Gladys W. and David H. Patton College of Education
Department of Recreation & Sport Pedagogy
McCracken Hall 202F
Hi Bruce –

WGSS would be happy to offer our graduate certificate programs as a complement to PRLS. We have two programs:

The first is our traditional Athens campus-based certificate:
https://www.ohio.edu/cas/wgss/graduate/wgss-certificate. The core class, WGSS 5890, is offered every spring. There are a slew of other classes offered across departments to fulfill the requirements.

The second is our new Gender, Sexualities and Health online certificate CTDACG:
https://www.ohio.edu/cas/wgss/graduate/online-gender-sexualities-health-certificate. We are offering WGSS 6000 next semester and WGSS 6030 in the summer. Future offerings depend on demand. While these courses are cutting edge, we’ve had trouble marketing them. If you had a cohort of students wanting to enroll, we’d be able to guarantee offering.

I’m happy to talk with you more if desired.

Cheers!

-cindy

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Dr. Cynthia D. Anderson
she/her
Director, Women's, Gender, and Sexuality Studies
Professor, Sociology
Ohio University
Athens, OH 45701

740.593.4685
process of revising the curriculum for the PRLS master’s program. One of the changes being proposed is to require students to complete a graduate certificate program that would complement their academic and career interests. We are currently working to compile a list of graduate certificate programs that complement the PRLS discipline and have identified the Women’s, Gender & Sexuality Studies and Gender, Sexualities & Health programs as good fits for this list. Consequently, I am writing to you to request permission to include these programs among the certificate program options to be included on this list.

Please contact me with any questions or concerns as you consider this request. I would be happy to provide additional information if needed. I look forward to your response.

Sincerely,

Bruce

_______

Bruce Martin, Ph. D.
Editor-in-Chief, Journal of Outdoor Recreation, Education & Leadership
Professor & Department Chairperson

OHIO UNIVERSITY
The Gladys W. and David H. Patton College of Education
Department of Recreation & Sport Pedagogy
McCracken Hall 202F
Athens, OH 45701
bruce.martin@ohio.edu
740-593-4647
WHEREAS, the Department of Educational Studies in the Patton College of Education supports a name change for its Educational Administration program, and

WHEREAS, the proposed name change was approved by the University Curriculum Council on April 28, 2020, and

WHEREAS, the proposed name change reflects a program that offers a non-licensure degree and a doctoral degree not exclusively attractive to school administrators, and

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

NOW THEREFORE, BE IT RESOLVED that the Educational Administration program in the Department of Educational Studies in the Patton College of Education be renamed Educational Leadership.
Interoffice Communication

Date: June 1, 2020

To: The President and Board of Trustees

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

Re: Patton College of Education – Name Change for Educational Administration

A resolution is attached seeking board approval for changing the program name of Educational Administration to Educational Leadership.

Educational Leadership extends beyond just principals and superintendents, by encompassing non-government, government, military, private, and international entities engaged in various forms of education and organizational learning. Educational Leadership better describes the scope of the program.
PROPOSAL FOR CHANGES IN PROGRAM

____Undergraduate  _X_ Masters  _X_ Doctorate  _X_ Certificate  ___Minor

**Today’s Date:** 10/25/17

**Program Code:** ME6272 / ND6272 / ND8924 / ED6272 / ND9990 / ND8919

**Program Name:** Educational Administration

**Contact name and email for this proposal:** Charles L. Lowery loweryc@ohio.edu

**Brief (< 250 word) Summary of Proposed Changes and Rationale:**
Consideration for a department name change should acknowledge a principal concern. We view the term “administration” as a word that carries a particular connotation apart from and even at times contradictory to the notions conveyed in the word “leadership.” Some, such as Murray (2010), have argued that although leadership and management go hand in hand, they are not the same thing. According to *The American Heritage® Dictionary of the English Language, 4th Edition*, administration denotes

- The act or process of administering, especially the management of a government or large institution.
- The activity of a government or state in the exercise of its powers and duties.
- The executive branch of a government.
- The group of people who manage or direct an institution, especially a school or college.
- The term of office of an executive officer or body.

For the current program, leadership connotes something beyond management, apart from merely directing individuals and institutions, governing others, or simply executing the duties of an office. Leadership can be said to include providing mentorship, guidance, and counseling to others, including those aspiring as leaders themselves. Leaders of all sorts, including principals/superintendents and non-government organizational leaders, must be adept managers and able to handle administrative tasks, however these individuals must understand that leadership in organizations is often organic and deals with humanity in a way that goes deeper than bureaucratic and hierarchal measures.

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

Faculty members in the department believe changing the name of the department to “Educational Leadership” will communicate a better description of the larger vision of our department and the work that we endeavor to undertake. We see our program being attractive to recruits from a wider expanse of areas, not exclusive to PK12 school principals and superintendents.

Renaming the department to Educational Leadership as opposed to Educational Administration will potentially speak to a much broader academic identity within the University and larger community. Educational Administration brings to mind images of only principals and superintendents. Instead, Educational Leadership, in the broad brush of its denotation, encompasses non-government, government, military, private, and international entities engaged in various forms of education and organizational learning. As a program that offers a non-licensure masters program and a doctoral program that are
not exclusively attractive to school administrators, we feel that Educational Leadership will better describe the scope of our program.
WHEREAS, the School of Media Arts and Studies in the Scripps College of Communication supports a name change for its Integrated Media program to Media Arts Production, and

WHEREAS, the proposed name change was approved by the University Curriculum Council on February 11, 2020, and

WHEREAS, the proposed name change communicates more effectively a major that is focused on applied media rather than media studies, and

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

NOW THEREFORE, BE IT RESOLVED that the Integrated Media program in the School of Media Arts and Studies in the Scripps College of Communication be renamed Media Arts Production.
Interoffice Communication

Date: June 1, 2020

To: The President and Board of Trustees

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

Re: Scripps College of Communication – Name Change for Integrated Media

A resolution is attached seeking board approval for changing the program name of Integrated Media to Media Arts Production in the School of Media Arts and Studies in the Scripps College of Communication.

The school has revised the program curriculum by decreasing required credit hours and integrating school general requirements and a corollary requirement. No board action is required for the curricular changes.

The name change to Media Arts Production communicates more effectively to students that the major is focused on applied media rather than media studies. In the past, students experienced confusion regarding this distinction.
PROPOSAL FOR CHANGES IN PROGRAM

Program Code: BC5373

Program Name: Integrated Media B.S.C. (current)

Media Arts Production B.S.C. (proposed)

School of Media Arts & Studies

Contact name and email for this proposal: Brian Plow (plow@ohio.edu)

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

Summary of Changes:

1. Integrated Media changes to Media Arts Production and will require a new program code.

2. School of Media Arts & Studies General Requirements and Corollary are integrated and become the MDIA Related Area (see table below). The overall required credit hours in these two areas decrease from 39 to 30.

3. The Production Basics category in the MDIA Core would be deleted and replaced by an introductory video production course, contained within the Media Arts Production Introductory Production Requirement.

4. The small number of Integrated Media requirement categories coupled with long lists of class options would be removed in favor of more specific requirement categories and more focused and logical course options (see table below).

5. Other majors within the School and programs on branch campuses are affected in the following ways:

   - Appropriate Electronic Media (EM) classes from the Regional Campuses will be integrated into appropriate requirements, preparing for the One Ohio alignment
   - FILM courses remain as options for program electives, reflecting continued collaboration between Scripps College and COFA

6. This proposal includes a change in program hours from 39 to 43. Part II (complete additional media courses to total 39 credit hours in the major) would then be unnecessary and removed from the program. The integration of the General Requirements and the Corollary requirement into the Related Area will
result in a credit decrease of nine (9), thereby resulting in an overall decrease of 5 required credit hours throughout the program.

Overview:

Currently, the Integrated Media curriculum is flexible, giving students the opportunity to apply courses from any area of emphasis to its requirements. The proposed changes preserve an appropriate amount of flexibility, but allow for a more logical curricular build among multiple areas of media production.

Rationale:

1. The change from Integrated Media to Media Arts Production communicates more effectively to prospective and current students that the major is focused on applied media rather than media studies. In the past, students experienced confusion regarding this distinction.

2. MDIA General Requirements and Corollary.

These two sections of curriculum had been designed to provide students with a rigorous, self-designed experience outside of the School and preferably in the Liberal Arts. The School is seeking a change to these two categories in order to clarify the requirement for students and maintain the opportunity for students to have a rigorous academic experience in other disciplines.

In combining these two categories in one area of the DARS, students and advisors will be able to more clearly see the requirements and reduce the chances of error, student confusion and anxiety. The combined requirement maintains a rigorous 30 hour minimum with 15 credits hours required at the 3000/4000 level. It also prompts the students to choose courses from three academic units outside the School of Media Arts and Studies, including at least one academic unit outside the Scripps College of Communication. It maintains rigor and an appropriate amount of breadth without the confusing layout in our current curriculum.

3. Video Production Basics

Another significant change reflects the elimination of the Production Basics category in MDIA production programs. Instead of taking two basic production courses (MDIA1200, 1300, 1400 or 1500), a student will take only one course that fits with their major. All of the former Production Basics Courses have been
replaced three (3) credit courses. This requirement has been moved to introductory categories in three of the four MDIA programs program. In this case, all Media Arts Production students will take MDIA1450: Video Production Basics in the spring of the freshman year. Feedback from students reveal a demand for this focused production experience and it creates a more predictable a sustainable academic planning environment for the School’s administration.

4. Integrated Media Requirements

The flexibility included in the current Integrated Media curriculum has been problematic for other programs, as Integrated Media majors often take seats in required courses for students in Games and Animation and Music Production/Recording Industry Studies majors. Although some of these courses are retained as options, this proposed revision would not place undue pressure on other majors in the School. Furthermore, this would give all production faculty in all areas/majors greater means of predicting course demand and make staffing and workload decisions more logical and effective.

Furthermore, the curricular build, offered in this proposed curriculum places classes at the 1000/2000 level in introductory contexts and courses at the 3000 level at an intermediate context, providing appropriate expectations for students and a more visible, logical flow between courses in the school’s offerings.

The proposed program requires one credit hour of internship experience for all students in the program. This is likely the most profound change in the proposal, as internships have not been required in the school, but strongly encouraged. The proposed program offers five possibilities (MDIA3910, 3911, 4910, 4911 and EM2910) as options to complete this category. These include on-campus and off-campus options, in order to not place an undue financial burden on students. The proposed program is closely aligned with client-based, professional practice. This is best articulated by the internship requirement as it will provide students with a pre-professional experience prior to graduation.

The Production Electives and Media Studies Electives contain many courses, retaining a significant amount of flexibility, the popular hallmark of the existing Integrated Media program. Note the repetition of courses in the required categories and the elective categories. This means that a course not chosen to complete a required category can be taken as an elective. For example, a student chooses MDIA3700 to complete the Intermediate Production Requirement. They can then choose MDIA3702, also listed in that category and it will drop down into the elective category.
The inclusion of appropriate EM classes will allow for a more fluid transfer process from the Electronic Media two-year programs at Regional Campuses to the 4-year degree program on the main campus. This will allow for a better transition and timely graduation for students transferring from OU Regional Campuses. This also prepares the EM and MDIA curricula to align in the One Ohio initiative.
RESOLUTION 2020 -

WHEREAS, the Department of Human and Consumer Sciences in the Patton College of Education has requested the Master of Science degree program in Apparel, Textiles, and Merchandising be suspended due to insufficient enrollments, and

WHEREAS, the notification requesting the suspended status has been approved by the University Curriculum Council on April 28, 2020, and

WHEREAS, admissions will be suspended effective academic year 2020-2021, and

WHEREAS, undergraduate course instruction will continue and a tenure-track faculty vacancy effective academic year 2021-2022 will not be filled.

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees of Ohio University hereby accepts placing the Master of Science degree program in Apparel, Textiles, and Merchandising in the Department of Human and Consumer Sciences in the Patton College of Education on suspended status.
WHEREAS, Regional Higher Education has proposed expanding the Associate of Technical Study, and

WHEREAS, the Associate of Technical Study was approved by Board of Trustees through Resolution 2014—3424 and by the Chancellor in the Ohio Department of Higher Education in November 2014, and

WHEREAS, the degree is designed to meet needs of workforce credentials for economic development and job enrichment not already available on the regional campus and provides a degree option for students that complete a Career-Technical Credit Transfer program, and

WHEREAS, the degree is being reactivated and expanded by adding five Ohio Department of Higher Education defined degrees, and

WHEREAS, the degree expansion proposal passed the University Curriculum Council on April 28, 2020.

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees of Ohio University hereby approves expansion of the Associate of Technical Study degree by adding the Associate of Technical Study in Building and Industrial Technology, the Associate of Technical Study in Business Technology, the Associate of Technology Study in Health and Allied Health Technology, the Associate of Technical Study in Information Technology, and the Associate of Technical Study in Service Technology.
Interoffice Communication

Date:       June 1, 2020

To:         The President and Board of Trustees

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

Re:         Regional Higher Education – Associate of Technical Study – Expansion

A resolution is presented from Regional Higher Education that expands the Associate of Technical Study approved by the Board of Trustees in June 2014. University Curriculum Council approved the degree expansion on April 28, 2020. Faculty Senate adopted a resolution on May 4, 2020, and the Executive Vice President and Provost approved an exemption of major residency on May 12, 2020.

The Associate of Technical Study degree meets educational and workforce needs for economic development and job enrichment not already available on the regional campuses that articulates a degree option for students that complete a Career-Technical Credit Transfer program.

In the intervening years since degree approval the Ohio Department of Higher Education has implemented more structure for Career-Technical Credit Transfer programs by adding the following five associate degree programs:

- Associate of Technical Study in Building and Industrial Technology
- Associate of Technical Study in Business Technology
- Associate of Technical Study in Health and Allied Health Technology
- Associate of Technical Study in Information Technology
- Associate of Technical Study in Service Technology
Date of submission: April 14, 2020 Revision
Program code: AS5513
Program name: Associate of Technical Study
Contact Information: James M. Smith, Dean, Lancaster Campus (smithj27@ohio.edu)
Home department and college: RHE (Regional Higher Education)

Summary of the Proposed Change and Rationale

The Associate of Technical Study (ATS) degree (AS5513) was approved by the university Board of Trustees on June 27, 2014 and by the Chancellor on November 13, 2014. The degree program was initially included in the 2014-2015 undergraduate catalog but admissions did not occur due to internal concerns about a student’s ability to individually craft and name their degree. Subsequently, the program was removed from the undergraduate catalog. We propose reactivating and expanding the ATS for AY2020-2021.

The University is actively pursuing options to expand its work in meeting needs of workplace credentials for economic development and job enrichment. Additionally, the university needs a degree-option for students that complete a Career-Technical Credit Transfer (CT)² program, like the One-Year Option. Since the 2014 approval of OHIO’s ATS degree, the Ohio Department of Higher Education (ODHE) has independently implemented a structure that addresses the internal concern on degree names and included the ATS as a destination degree for (CT)² programs. Reactivating the originally approved ATS degree, which supports ATS Type A, and adding the five ODHE defined ATS degrees, which support ATS Type B, will best meet the needs of students, workforce development, and career-technical partnerships. Therefore, this proposal encompasses the following six associate degree programs:

- Associate of Technical Study (AS5513)
- Associate of Technical Study in Building and Industrial Technology
- Associate of Technical Study in Business Technology
- Associate of Technical Study in Health and Allied Health Technology
- Associate of Technical Study in Information Technology
- Associate of Technical Study in Services Technology

Detailed Description of the Proposed Changes

The originally approved ATS outlined Type A and Type B applicability. However, the revised approach, incorporating the ODHE defined degrees, requires a modification of the original ATS and the addition of five new major codes. The major codes will align to state guidelines for the degree program.
1. **Associate of Technical Study.**

Major code: AS5513, Associate of Technical Study

Per the Ohio Department of Higher Education, a **Type A ATS** is a coherent combination of technical courses selectively drawn from two or more programs currently offered by the awarding institution to serve a career objective which would not be adequately addressed by one of those existing programs. Students enrolling at Ohio University who are building their program primarily from Ohio University courses and generally have not earned credit as specified in the Ohio Career-Technical Credit Transfer (CT)^2, are considered Type A. These students may plan a course of study consisting of 30 technical credits by selecting available technical courses from at least two areas. When combined, these courses must be aligned to meet a clearly identifiable career objective. Additionally, the career objective must be distinct from any other technical programs offered at Ohio University. Transfer courses receiving may also be applicable to the career objective. Use of transfer credit would depend on appropriateness to the career objective, as approved by the Technical Study Review Committee.

The Technical Study Review Committee would establish procedures in accordance with ODHE Requirements (See OAC 3333-1-04, paragraph 2). While the future purview of University College, such a committee would likely be organized as a function of the advising office with membership of a few faculty teaching in technical associate degree programs and a career services advisor. The committee would seek, as appropriate, consultation with faculty expertise based on discipline for Type A programs. The committee purpose and structure will likely mirror those in place for the Bachelor of Specialized Studies and the Associate of Individualized Studies.

The original ATS approval included both Type A and Type B. As part of the program change, the Associate of Technical Study (AS5513) should be limited to Type A, retaining all previously approved processes for student admission and enrollment.

2. **(New Degrees) Associate of Technical Study, in ODHE defined career-technical categories**

- **Associate of Technical Study in Building and Industrial Technology** (AS55XX)
- **Associate of Technical Study in Business Technology** (AS55XX)
- **Associate of Technical Study in Health and Allied Health Technology** (AS55XX)
- **Associate of Technical Study in Information Technology** (AS55XX)
- **Associate of Technical Study in Services Technology** (AS55XX)

Major codes are requested for each of the above five (5) ODHE specified titles to facilitate workforce needs across OHIO’s campuses and to support Ohio Career-Technical Credit Transfer (CT)^2 programs. These majors would recognize college level education from outside Ohio University and would comply with state standards. Per the Ohio Department of Higher Education, a **Type B ATS** is designed for students that have completed an approved Ohio Career-Technical Credit Transfer (CT)^2 program, especially those identified through the One-Year Option. Type B programs need to be college level, evidenced by adherence to industry standards, coursework common to degree pathways, or offered as an associate degree at another accredited institution of higher education (See ORC 3333.162)
Students completing an approved (CT)$^2$ program would receive transfer credit according to the Ohio Career-Technical Credit Transfer Guidelines. This credit would then apply toward the technical (major) requirements of the ATS degree.

- If the (CT)$^2$ program results in 30 semester hours of credit, those hours will satisfy the technical hour requirement of the ATS degree.
- If the (CT)$^2$ program results in fewer than 30 semester hours of credit, the student may combine Ohio University technical coursework with the transferred courses to reach the 30 semester hours of technical credit required of an ATS degree. In this case, the additional OHIO credit must be aligned with a clearly identifiable career objective.

**Rationale for proposed changes**

The state of Ohio regulations provide structure for specific use of the ATS degree program rather than other options such as the Associate of Individualized Study (AIS). Ohio Revised Code (see ORC 3333.162 attached) requires the chancellor to establish policies and procedures to enable students to transfer technical courses from select adult education providers to a state institution of higher education without unnecessary duplication or institutional barriers. That law was promulgated by ODHE in their transfer policy documents (See ODHE Section D.2.i attached) related to the One-Year Option and the ATS. The ODHE policy describes an articulation system where industry recognized credentials are awarded 30 semester hours of technical credit, which is explicitly intended to apply towards the ATS. The policy also lists the five (5) standardized degree titles requested in section 2 above for a Type B program. Ohio Administrative Code (see OAC 3333-1-04 attached) provides the standards for the ATS and describes Type A and Type B methods of forming a concentration, as well the need for a student application and course of study plan.

Lancaster, Chillicothe, and Southern campus visions include expanded collaboration with economic development partners that aim to align program offerings more closely with local needs. The array of options covered by these six (6) ATS degrees will allow campuses to meet a range of needs as they arise and may change in a community or region. In addition, each campus is active in educational partnerships such as dual enrollment and believe the ATS is a means to expand associate degree pathways for vocationally directed students.

Ohio University regional campuses in recent years have initiated degree completion programs that recognize a range of associate degree credentials that articulate with bachelor’s degree curricula in applied management (BSAM) and technical and applied studies (BTAS). Expanding the OHIO ATS to include the ODHE defined degrees enables a student with a technical certificate to complete an associate degree and then be able to enter a bachelor completion program. A complete list of all One-Year Option programs are available through ODHE; however, examples of career-technical pathways that lead to the ATS include paramedic education, automotive technology, and culinary arts. In each case, students complete an approved career-technical program that leads to an industry-standard credential, which then translates to eligibility to receive bulk transfer credit at a public institution in Ohio. For example, Paramedic training results in the ODHE recognized equivalent of 30 semester hours. This coursework is judged to be of college level given its curricular oversight at federal and state levels and that the program is taught at other institutions in the state as an associate degree. Such a student
would need to complete OHIO requirements as outlined on the planning worksheet in categories identified as “general studies” and “foundation studies” at 15 credits each.

Fairfield County recently established a Workforce Center that collaboratively offers programming from Hocking College and Ohio University, currently engaging the Lancaster Campus, the College of Health Sciences & Professions, and the Russ College of Engineering. The goal of the Workforce Center is to provide access to career-technical programming that meets current and projected needs within the local and regional community. The ability to offer the ATS adds options for Ohio University to address a broader range of workforce needs.

In addition, the Lancaster and Southern Campuses have the Pickerington and Proctorville Centers that, while they do not house technical programs, do provide an additional access point for students who have an approved career-technical certification and who desire a convenient option for completing the requirements of the ATS. Thus, this proposal expands access to a technical associate degree programs at Ohio University.

**Impact on learning outcomes and assessment**

Structurally similar the Bachelor of Specialized Studies or Associate of Individualized Study, there is no prescribed curriculum for the ATS. The Technical Studies Review Committee will work with students pursuing the Type A degree to identify learning outcomes. Learning outcomes for Type B degrees are established through the career-technical programs identified by ODHE. This proposal does not alter assessment strategies proposed when the program was created.

**Evidence of consultation**

Beginning Fall 2020, Regional Higher Education degree programs will realign to academic colleges, and the Associate of Technical Study will become part of the University College degree portfolio. University College Interim Dean Carey Busch has been consulted as we work to reactivate and expand the ATS program.

University policy requires minimum residency: major and institutional. Although students pursuing the ATS will meet university residency requirements, the major residency requirement (50% of major coursework at OHIO) is prohibitive, particularly for students who satisfy all or part of their technical requirements through statewide Career-Technical Credit Transfer (CT) programs, especially the One-Year Option. EPSA approved a separate request to waive the major residency requirement for the ATS. The resolution was presented for a first reading on April, 6 and expected to be approved at the next meeting. EPSA Chair Betty Sindelar will provide status updates.

When approved, we request that all six (6) degree codes be activated for the 2020-2021 undergraduate catalog.
WHEREAS, the continuous review of academic programs is essential to the maintenance of quality within an educational institution; and

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

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

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

- College of Engineering and Technology
  - Industrial and Systems Engineering

- College of Health Sciences and Professions
  - Nursing

- Regional Higher Education
  - Applied Management
  - Applied and Technical Studies

- Voinovich School of Leadership and Public Affairs
  - Public Administration
Interoffice Communication

Date:       June 1, 2020

To:        The President and Board of Trustees

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

Re:        Academic Program Reviews

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

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

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Industrial and Systems Engineering (Athens)
Program-Review Executive Summary

Reviewed: AY 2019-20
Previous Review: AY 2012-13

Finding and Overall Assessment: Viable.

Degrees: B.S. in Industrial and Systems Engineering (BSISE); M.S. of Science in Industrial and Systems Engineering (MSISE); Master of Engineering Management (MEM-online); Ph.D. in Mechanical and Systems Engineering (Systems Track).

Self-Study Synopsis: With roots dating to the 1930s at OHIO, the Industrial and Systems Engineering program (ISE) is accredited by ABET (Accreditation Board for Engineering and Technology) and has nine tenure-track faculty members, one instructional faculty member, and seven adjunct instructors as of 2019. (There has been no change in the number of tenure-track faculty members since the last review.) The Master of Science in Industrial and Systems Engineering (MSISE) began in 1998 and the online Master of Engineering Management (MEM) in 2011. The MEM program is the largest degree-program in the unit, with 174 students in 2018-2019, up from 101 in 2012-13. The B.S. in Industrial and Systems Engineering (BSISE) is ISE's second-largest program, with 76 students in 2018-19, slightly down from 82 students in 2012-13. Beyond the undergraduate majors who are served by ISE courses, there are a significant number of non-majors who receive instruction through the program’s three “service” courses (160 in 2018-19). Tenure-track and instructional faculty conduct all academic advising for ISE undergraduates, and the program has learning outcomes and conducts outcomes assessment in line with ABET expectations. Scholarly productivity is expected of all tenure-track faculty members and grant funding is pivotal, and ISE faculty members engage in service activity in their department, on campus, in the field/profession, and in the community.

Site-Visit Overview: The internal reviewers were Dr. Timothy Anderson (Geography) and Dr. Lauren McMills (Chemistry and Biochemistry). The external reviewer was Dr. Pratik Parikh, Professor of Biomedical, Industrial, and Human-Factors Engineering at Wright State University. The site visit was conducted in November 2019. The committee found that ISE’s undergraduate curriculum provides majors with an adequate background to pursue discipline-related careers or graduate work following graduation, with a reasonable breadth of courses offered. Students obtain experiential learning through student chapters of national organizations (via tours, guest lectures, attendance at regional conferences) and internships and co-ops. The number of majors is reasonable with potential for growth, and the program is able to attract a diverse group of students. The department currently has 24 MSISE and 21 PhD students, with a reasonable 5:1 student-to-faculty ratio. While the current number of students appears appropriate for the MS and PhD programs, the MEM program is clearly the largest driver of student enrollment in the department and a tuition generator. The graduate programs, moreover, are able to attract students likely to succeed, with admission criteria in line with other comparable programs in the state. ISE students appear to be realizing their expectations and graduates gain employment in a variety of positions (both in industry and in academia). The committee also found that the level of research funding via external grants appears reasonable, with industry contracts forming a large proportion of the total funding.
Tenure-track faculty members are active in research and creative activity, with publications in respectable journals and conference proceedings in the field, and they perform a considerable amount of service. Areas of concern identified by the visitors included the need to encourage faculty to pursue more external funding, which may mean adjustments in workload, incentives, and other approaches as appropriate for the university.

**Site-Visit Recommendations:** The committee’s recommendations included using the MEM program’s innovative techniques as a model for the MSISE program to enrich the learning experience of students; designing senior design/capstone projects in the BSISE to be conducted in collaboration with other engineering programs, providing students the experience working in an interdisciplinary environment (typical of industry); incorporating more courses and learning opportunities in the areas of data analytics and healthcare at both undergraduate and graduate levels; and establishing a formal mentorship program to benefit junior faculty preparing the promotion-and-tenure process.
The ISE Department appreciates the time and attention that the reviewers gave during their visit to the department and preparation of the report. The feedback and recommendations will be helpful in improving the department.

The only correction to the information in the report relates to the comment in section 3e regarding guaranteed support for PhD students. Currently, only the first two years of funding are guaranteed (conditioned upon satisfactory performance) when an offer is made to an incoming student. At the end of the second year, students are evaluated and assuming satisfactory progress and the availability of funding, they are supported for a third year.

We will look into implementing the suggestions regarding additional support for faculty who are seeking external funding. In the short term, it won’t be possible to add a staff member dedicated to external funding. However, faculty can increase their utilization of grant preparation resources provided by the College and the chair will work with faculty to do so. We agree that it is important to create a climate that encourages tenured faculty to pursue funding and connects them with relevant funding opportunities. In addition, the Russ College is in the process of finalizing a new workload policy which will determine the appropriate teaching load based on a faculty member’s level of research activity and this policy may provide an additional incentive for some faculty to pursue external funding.

Regarding the online Engineering Management, we agree with the reviewers’ observations that staffing to support the program as it has grown is insufficient. To address this, another faculty member was assigned at the end of Fall 2019 Semester to serve as assistant director of the program, handling administrative tasks, to allow the current director to focus on admissions and student inquiries.

Utilizing online teaching methods for on-campus graduate students will be investigated by the faculty to determine which topics would be most beneficial. This may include offering Engineering Management courses on campus, or creating new online courses that are specifically intended for on-campus students.

We will also explore the additional recommendations regarding the graduate program that were provided by current students. In particular, an annual, anonymous survey would be an excellent way to obtain useful feedback on a regular basis.

Dale T. Masel, Chair
Department of Industrial and Systems Engineering
School of Nursing (Athens)
Program-Review Executive Summary

Reviewed: AY 2019-20
Previous Review: AY 2012-13

Finding and Overall Assessment: Viable.

Degrees: Associate of Science in Nursing (ADN); Bachelor of Science in Nursing (BSN); Registered Nurse to Bachelor of Science in Nursing (RN-to-BSN); Master of Science in Nursing (MSN); Doctor of Nursing Practice (DNP).

Self-Study Synopsis: Founded in 1968 and now located in the College of Health Sciences and Professions, the School of Nursing (SON) offers multiple degrees in the nursing field, providing pathways and points of access to prepare students for careers in nursing. It has continually evolved to meet the needs of students and the healthcare workforce while adhering to the mission of preparing nurses whose work reflects the highest standards of collaboration, ethics, innovation, and commitment to all. The school has utilized a systematic plan of evaluation to implement continuous quality improvement and it has accomplished all of its major goals, including curricular revisions, and program growth, during the period under review. Key faculty and staff hires, program and track expansions, and improvements to infrastructure have allowed the school to better serve current and prospective students as well as communities of interest. As of 2019, the school had 63 FTEs across all programs, including 36 full-time faculty members (27 of whom are tenure-track). The BSN-Athens program’s new cohort for 2019 stood at 136 students, while the online BSN program’s new cohort totaled 1,344. With regional-campus students included, the cumulative BSN cohort counted 1,584 students in 2019, and 261 students were enrolled in the school’s graduate programs, up from 217 in 2012. Overall, an indicator of the school’s success is the high passing rate of its students on the National Council Licensure Examination-Registered Nurse exam (NCLEX). In 2019, for instance, 95.24% of Athens-campus BSN students passed the exam on their first attempt, exceeding the national benchmark (an average at or greater than 95% of the national average). Overall, students and alumni are highly satisfied with the school’s programs, as data demonstrate. Assessing employer-satisfaction data is less available; however, employers who are members of the school’s Advisory Council have verbalized high levels of satisfaction of the program’s graduates.

Site-Visit Overview: The internal reviewers were Dr. C. Scott Smith (Music), Dr. Karen Riggs (Media Arts and Studies), and Dr. Ahmed Faik (Environmental and Plant Biology). The Program Review Committee accepted a very recent accreditation review in lieu of an external reviewer. The site visit was conducted October 7, 2019 on the Athens campus and via teleconferencing with regional campuses. The committee lauded SON for its dedication to excellence in nursing education, with curricula that meet the goals of nursing programs at the national level. The faculty-to-student ratios for classroom, lab, and clinical work are adequate to support student outcomes. The Ohio Board of Nursing requires a 1:10 maximum faculty-to-student ratio for supervised clinical experiences; however the average ratio for the on-campus BSN program is 1:8. The school utilizes professional development funds and school research-incentive (RI) funds to provide support to pre-tenure and tenured faculty related to scholarship and research activity. Moreover, physical resources on the Athens and
Dublin campuses are modern and practical. Among the regional campuses, Zanesville and Southern appear to have adequate learning spaces. Chillicothe needs a second lab. Eastern is just opening its program. If the Athens program grows, more space will be needed for faculty offices. The site-visit committee also commended SON for its faculty’s commitment to teaching and research; student satisfaction and engagement; the interdisciplinarity of its curricula, incorporating arts-and-sciences courses with nursing coursework; the efficient use of its resources; its role in the Appalachian region as a program that brings in many first-generation college students; and for coordinating the program effectively among multiple OHIO campuses. Areas of concern included the need for greater diversity among its student population, a trend of declining satisfaction with the school’s advising services, and that the DPN program did not receive accreditation in 2019 from the Commission on Collegiate Nursing Education (CCNE).

**Site-Visit Recommendations:** The committee’s recommendations included: conducting further research into student attrition on the Athens and Chillicothe campuses; a more clear strategy to fill important staffing holes; greater attention to assessing teaching at the regional campuses; providing greater clarity for probationary faculty in regard to expected research and publications needed for tenure and promotion; addressing facility and infrastructure needs at the Chillicothe and Zanesville campuses; and implementing a peer-evaluation system for teaching to complement student evaluations.
November 12, 2019

John R. Cotton, PhD
Associate Professor
Mechanical Engineering Department/Biomedical Engineering Program
Chair, UCC Program Review Committee
255 Stocker Center
Ohio University
Athens, OH 45701

Dear Dr. Cotton,

I am writing to respond to the Seven-Year Review Report. First, thank you for your organization of the review and the opportunity to host the review team. It is my goal to facilitate the efforts of the faculty and staff in the School, across our locations. This comprehensive review process allowed us the opportunity to review our past seven years and to look forward to our future. We also wish to thank our review team: C. Scott Smith, Dr. Karen Riggs, and Dr. Ahmed Faik. The resulting recommendation of the review team is that the School is viable.

We appreciate the commendations in the report. We have reviewed the areas of concern as a nursing leadership group and will utilize the perspectives expressed in the report for our further analysis and planning. I would like to provide clarification on the program completion concern expressed throughout the report. Pre-nursing BSN students (freshmen students) engage in foundational coursework in the sciences during their first year spent in this pre-major code. The sciences are known to serve as a predictor for BSN student success. Nursing programs and science faculty would agree on this point. Students meet the criteria for the pre-nursing major but often have difficulty reaching the necessary level of competence in the foundational sciences that will be required for future success in the nursing curriculum. Without a solid performance in the freshman year sciences, a student will not be selected for the BSN major as we know their capacity for success is likely not the same as students who have demonstrated success in the sciences. Nursing education is by design sequential and requires significant strength in foundational sciences content knowledge so that the work of developing clinical reasoning and decision making can begin in the sophomore year selected BSN majors. Our undergraduate, pre-licensure nursing programs are judged on student outcomes. Success on the percentage rate of licensure on the first-time testing on the registered nurse licensing examination is an important benchmark. All undergraduate nursing students in Ohio must meet or exceed 95% of the national first-time pass rate average for each year in the United States. If we do not
reach this benchmark, approval of the nursing program is in jeopardy. For these reasons, admission criteria to the BSN major and success in the sequential curriculum are critical in undergraduate, pre-licensure nursing curricula. Nursing attrition across the U.S. averages 50% and thus far, we have demonstrated a better rate than this which allows us to meet the current state board of nursing and accreditation benchmarks. Other areas of concern identified by the review team are in various stages of analysis and process improvement within the school already although these areas may not have been identified for further discussion beyond the self-study.

Recommendations offered by the review team have been discussed by the nursing leadership group as well and will be shared with the entire faculty and staff. Some viewpoints expressed by students which resulted in recommendations are not factual. We will ask relevant School committees to examine this and any action required as part of our continuing continuous quality improvement activity will be initiated. One example from the report stated that Zanesville students expressed they believed their facilities are out of date. The fact is that Zanesville just opened two new state-of-the-art nursing laboratories in the past few months. They are among the best that our university has to offer at any of our nursing program locations. Another example was that Chillicothe students expressed the need for a second nursing lab. Chillicothe already has a second lab. What can be evaluated is the scheduling for the Chillicothe lab space, opportunities for improving the student experience during nursing laboratory learning, and plans for improving their current laboratory spaces.

I offer my remarks on two recommendations in order to ensure that the School is understood clearly by those who will review the team report.

**SON should identify reasons for program “dropouts”:** The faculty of the School have a standing faculty committee on Recruitment and Retention made up of faculty members from each location offering nursing programming and representing all levels of programs in the school. There is opportunity for student participation on this committee. This committee will be asked to review this recommendation. The extensive data collected in each program allow the faculty, school leaders and our colleges to track successful student completion and to also track student attrition across programs. Our School curriculum and evaluation committees review results and make recommendations. Faculty and staff do place considerable effort on retention and promotion of student success through additional faculty effort devoted to individual and group student remediation activities within courses and across each program, supplemental instruction activities, analysis and coaching related to benchmark external assessment testing, and student input through their input on committees and through their student evaluations.

**Open tenure track and non-tenure lines:** There is a nationwide nursing faculty shortage which is growing worse each year. Colleges and schools of nursing across the U.S. report open faculty lines and difficulty in attracting faculty with the needed credentials to meet the demand. Colleges of Nursing are in a stronger position to attract the qualified faculty candidates available due to the autonomy, status and capacity that comes with being a College of Nursing. It is my assessment that we are not able to grow our undergraduate population beyond our current targets even though this was suggested in the review team report for the following reasons. 1) Preferences are afforded to Colleges of Nursing by external clinical partners over a School. We are in direct competition with several Colleges of Nursing for clinical space. 2) Added student numbers also create the need for additional nursing classrooms which we do not control, additional laboratory spaces and additional faculty/staff resource needs that accompany an increase beyond the established targets we have in each location. In Athens, the
the beginning expectation was that we would serve 100 BSN students, so resources were allotted based on this. We have increased the number of students accepted to the BSN in Athens, but it requires more than having additional faculty.

The review team report offered recommendations for the School related to recruitment of underrepresented faculty members. While we are interested in locating such candidates, we must first meet other criteria. The Ohio Board of Nursing requires that faculty members must have three years of practice experience as a registered nurse with a U.S. nursing license. This eliminates many international candidates. Knowing there is a lack of qualified nurses wishing to seek a faculty position and that we are competing with all other universities for qualified candidates further complicates us attracting applicants in general and waiting for applicants who may be from underrepresented groups.

Thank you for the opportunity to respond to the Seven Year Review.

Deborah Henderson, PhD, RN, CNE
Professor and School Director
School of Nursing
hendersd@ohio.edu
Nursing Program Review
Dean Response

Thank you for the report of your review of the School of Nursing. This process has confirmed much of what we have come to understand through our various external accreditation and state licensing board reviews. It also highlights many of the challenges we have focused on addressing as the School and its programs have grown.

As dean of the College of Health Sciences and Professions, I can provide comment on the aspects of the review that relate to the various Athens campus nursing programs: MSN/DNP, BSN, and RN-to-BSN. As the ADN and BSN programs are under the oversight of Regional Higher Education administration, I am not able to respond to observations and comments related to those positions.

For the sake of this response, I have listed the various recommendations that relate to the Athens campus nursing programs and faculty and provided responses to each in italics. Recommendations that specifically address regional campus programs have been left out of this response as I would need to defer to the various regional campus deans for responses concerning the programs on their campuses.

1. SON should identify reasons for program dropouts, especially in Athens and on the Chillicothe campus. Steps should be taken to improve retention and increase student success. SON should review its advising process. Although accreditation requirements dictate specific course requirements and sequences, students sometimes need to meet with faculty before registration. Some schools and departments on campus require students to fill out a faculty advising survey after meeting with their advisors before their registration restrictions are lifted. The committee was told that the student-to-faculty advisor ratio is 90:1.

Response: The majority of BSN program dropouts occur during the freshman year when students are enrolled in the Pre-BSN track with the hope of gaining admission to the BSN track at the start of their sophomore year. We have clarified the various factors that contribute to students leaving the program. The far most frequent factor is student failure to receive required grades in pre-requisite courses, especially those in Biology and Chemistry. The problem is that when a student fails to achieve the required grade in those courses, they must often wait until the following year to re-take the course—meaning they are forced into a five-year track for their degree. School of Nursing leadership has worked extensively with both departments to try to alter this pattern with some success. The School is also proposing a move from a two-course Chemistry requirement to a one-course requirement. Advising staff in the School of Nursing and the College of Health Sciences and Professions work extensively with Pre-BSN students to assist them in achieving success in the Pre-BSN phase and in transitioning to other program options if they fail to meet admission requirements.

Additionally, we are limited to only admitting approximately 140 students per year into the BSN program. This limitation is based on the availability of clinical rotation sites
throughout southeastern Ohio. In some years, we have more students who meet requirements for admission than we are able to admit. Unfortunately, that means other students are denied access to the major. Because of the above grade issues, we have found that we need to admit approximately 180 students into the Pre-BSN track to assure 140 students are eligible for admission into the BSN. In some years, more than 140 students may meet those requirements. In other years, we may have less than that. This means we occasionally encounter years when not all eligible students are able to be admitted to the BSN.

2. With six open tenure track and non-tenure track lines open, SON needs to identify and implement a strong and aggressive strategy to fill these positions. Although the market is competitive, the school should make a concerted effort to recruit faculty members from underrepresented communities, particularly vis-à-vis race and sexuality. The school is in a position to grow its undergraduate population considerably, but this option is not viable without additional faculty.

Response: We are extremely aggressive in recruiting faculty. Our experience is consistent with that of nursing programs across the United States. Unfortunately, there are far more open positions across the nation than there are faculty to fill them. I have spoken with numerous other deans and they indicate that they struggle with the same numbers we do.

We have taken a number of aggressive steps to address this. Over the past decade, we have raised the average salary for a Nursing faculty member by nearly 40%. New faculty in Nursing are now offered starting salaries that are approximately $18,000-20,000 above those of other new faculty in the College. We also now offer the opportunity for graduate Nursing faculty to work in Dublin instead of Athens and even have two faculty who are permitted to work from their homes as they teach in online programs. We have also engaged a company to recruit instructors for the RN-to-BSN as a way to expand our ability to promote our programs and our positions.

3. The HSP dean’s office should increase support for SON’s IT needs, including both physical equipment and software. SON has been able to acquire equipment important to carrying out its mission but lacks ready access to report. Critically, faculty feel that their research is constrained by lack of access to sophisticated software and support from statistical data analysts (faculty suggested a shared core facility).

Response: CHSP recently spent several million dollars on new teaching and simulation equipment for the School of Nursing. This includes all teaching and simulation equipment for three clinical skills labs, one interprofessional simulation lab, and one student practice lab. As for research equipment and software, I have committed to allowing the School of Nursing to retain all of the F&A recovery (both School and College shares) to use for additional support for its research activities. Additionally, until recently, the School had access to nearly $2 million of reserve funds that had built up which was available for uses such as this.
4. Probationary faculty expressed a need for clarity about expected research and publications needed for tenure and promotion. It is difficult to place a specific number on required publications, given the breadth and exclusivity of journals, but a more concrete guide would be helpful. Overall, probationary faculty felt secure relative to the mentorship during their pre-tenure.

Response: Both the School and the College Promotion and Tenure committees have been encouraged to address this concern in the policies they develop. The CHSP Promotion and Tenure committee is presently reviewing the College policy.

5. As the need for nurses increases (as has been the case for several decades), the Athens student population likely will outgrow the school’s currently modern facilities. The school and college should consider a long-term plan to address this.

Response: Just three years ago, we spent over $7 million building updated and expanded facilities for the School of Nursing. These include three clinical education labs, one interprofessional simulation lab, one student practice lab, and two large classrooms providing 150 seats for didactic instruction. These facilities are more than sufficient to meet the current and future needs of the program. In fact, the space now available to the School of Nursing is among the largest dedicated spaces among Nursing programs in the State of Ohio. The size of the BSN program is not limited by facilities. Rather, the limitations we face are in terms of the number of clinical rotation sites within a drivable distance of Athens and the number of faculty we can recruit to teach in the program. These factors will keep the program from outgrowing facilities.

6. The school and college need to arrive at a long-term strategy for repairing and replacing equipment, given the budget constraints presented by the OHIO promise. Regional campus costs should be clarified.

Response: The College of Health Sciences and Professions has maintained an equipment repair line in its annual budget. In light of restrictions being imposed on the College by the University to reduce our operating budget, we have removed this line from future budgets. If the University is willing to allow the College to keep a greater portion of the considerable revenue we generate, this equipment repair line would be restored.

7. SON administration should clarify for faculty its professional development funding award process. It appears that group II faculty have limited access for funding compared to group I faculty.

Response: I would defer to the director of the School of Nursing as professional development funding decisions occur at the School level.

8. Consider reaching out to alumni of various degree programs to hold focus groups that could help explain some responses on the alumni satisfaction surveys. Most scores are high but responses are low.
Response: We regularly solicit information from School of Nursing alumni. This is done at events we hold at various locations, through individual meetings our corporate relationship managers hold in healthcare systems employing our graduates, and through the several dozen visits I make to Nursing alumni each year in my role as dean. As is common, we have found that response rates on alumni surveys are typically low and have found it is advantageous to engage in individual conversations.

9. Faculty are in the need for more support global programs (i.e., Ecuador)

Response: The College of Health Sciences and Professions invests over $600,000 per year to support the Global Health program including supporting faculty who engage in it. Several Nursing faculty receive support through this program and participate in study abroad and other activities. Future support will depend on the degree to which University leadership will allow the College to continue to build global health programming support into its base budget and/or access and utilize its reserve funds to support global programming.

10. SON administration should implement a viable peer-teaching evaluation system for faculty (even though students evaluation is good).

Response: I will defer to the director of the School of Nursing on this as the recommendation is directed to a school-level step.

11. SON should identify ways to contribute or develop interdisciplinary programs designed to offer a degree (as example, Molecular and Cellular Biology (MCB) program).

Response: Opportunities here are somewhat limited by the requirements of the School’s accrediting agencies and state licensing boards. SON does extensively contribute to interdisciplinary programs in the College of Health Sciences and Professions through links with our Department of Interdisciplinary Health Studies.
Applied Management (Regional Higher Education)
Program-Review Executive Summary

Reviewed: AY 2017-18
Previous Review: AY 2007-2008

Finding and Overall Assessment: Viable.

Degrees: B.S. in Applied Management

Self-Study Synopsis: Founded in 2011 and offered at the Southern, Eastern, Zanesville, Lancaster, and Chillicothe campuses, and also online, the Bachelor of Science in Applied Management program (BSAM) program is primarily intended for students who have completed associate degrees (or with similar credit-hour completion) and wish to earn a BSAM in two years. The program had 441 students enrolled as of 2018 and conferred 192 degrees that year. BSAM aims to ensure that students are developing the skills and knowledge necessary for advancement in highly competitive industries in the field of management. Students take a sequence of courses that meet OHIO’s general-education and baccalaureate-degree requirements, amplify their learning experiences in their associate-degree subject areas, and become qualified for an immediate career in management or for entry into a Master of Business Administration (MBA) program. Each campus offering the BSAM has its own program coordinator. The Southern campus has two full-time faculty members (each of whom also coordinate other associate-degree programs); one full-time faculty member at Eastern, who also oversees the program on the Zanesville campus; and one other full-time faculty member at Zanesville who teaches and advises. Lancaster has three full-time faculty members who also oversee associate-degree programs, and Chillicothe has one full-time faculty member who coordinates BSAM and also has adjunct instructors who assist with teaching. Faculty members engage in considerable service work for the program and university and together boast strong profiles in research and in the areas of professional experience and special certifications. Self-identified areas of improvement involve the need to strengthen assessment. Overall, employers (representatives on BSAM Advisory Councils on each of the program’s campuses) are satisfied with the quality, ability, skills and knowledge levels of current BSAM students and graduates.

Site-Visit Overview: The internal reviewers were Dr. Terri Hood-Brown (Nursing) and Dr. James R. McKean (Law Enforcement Technology). The external reviewer was Janice Johnson, Associate Professor and Chair of Management at Shawnee State University. The site visit was conducted on November 7, 2019 in person and remotely. The site-visit committee was impressed by the growth and stability of the program. The reviewers also lauded the program’s coordination at the Southern campus as well as other regional campuses, although the lack of participation in this review by the Chillicothe campus’s director was problematic. Concerns noted by the site-visit committee involved faculty support, faculty diversity, future curriculum coverage, and program transferability. The committee found that the program’s highly qualified faculty members and staff show genuine interest in student success. This was evident from the interviews conducted with students. Students on several occasions provided examples of faculty going above and beyond in ensuring that they learn and succeed. Students applauded the flexibility of the program and the support they receive from faculty members, and feel they can realize success in their
careers and beyond. The site visitors also noted that regional businesses provide input on curriculum and outcomes assessment to assure students are prepared for their careers and/or graduate studies. The Advisory Councils provide much needed input on course and degree development. The committee also commended BSAM for its course-completion rates, interdisciplinarity, advising, flexible curricula, and its focus on current and emergent topics in its instruction.

Site-Visit Recommendations: The committee’s recommendations included: the crafting of a comprehensive faculty- and student-diversity and recruitment plan; the development of graduate survey of program learning outcomes; and an annual meeting of the RHE program coordinator and campus coordinators to assess program learning outcomes and develop plans to meet any identified curricular gaps.
I want to thank the committee for a comprehensive review with positive feedback throughout all areas of the report. I did want to address the concerns and recommendations the committee found throughout the review process.

**Concerns:**

- Faculty and student diversity: The One Ohio program alignment will allow us now to meet a broader scope of faculty and students, which will bring about faculty/student diversity. BSAM is now under the College of Business effective August 2020 (alignment completion). We have already been working diligently with the College of Business since the announcement was made in November 2019. All BSAM faculty have already been divided into their area of specialization and incorporated with the other CoB faculty. I will us myself (Kim Riley) as an example, I am in CoB department of accounting. BSAM faculty as of December 2019 consist of a diversified population based on credentials and qualifications required by the Association to Advance Collegiate Schools of Business (AACSB).

- Ohio University Chillicothe BSAM Campus Coordinator was not available to the review team: I (Kim Riley) was notified by the Chillicothe campus coordinator that she was teaching during the scheduled time for the reviewers to meet with faculty. The time worked for the rest of the regional campus faculty. The Chillicothe coordinator did give me her phone number, if they wanted to talk with her individually throughout the day of the review. Also, she did make herself available via zoom, if they wanted to speak with her at another time.

- Program Assessment Plan “course focused” without strategic student input in assessing program learning outcomes; We will be improving this process via the College of Business (AACSB Accreditation) implementation of changes to the program. We have already met in December to discuss curricular and program learning outcome changes along with developing an effective assessment process.

- Overuse of BSAM 4900 Special Topic; This has already been addressed by the College of Business with our first meeting in December 2019 discussing BSAM curricular changes. For example, we will be adding a Human Resource course and certificate along with other specialization courses and certificates such as Supply Chain Management.

**Recommendations:**

Two-Year Academic Course Offerings Plan - Every year since the conception of the BSAM program a 3 year schedule of all SAM courses have been provided. The SAM courses are offered every semester including summer. In addition, the students are given an advising plan when they enter the program.

Development of a BSAM Graduate Survey of Program Learning Outcomes - I am currently working with Luke Pittaway, Katie Hartman, and Brian Hoyt on the revision of all learning outcomes. In addition, the BSAM degree will be under the same survey/assessment as the other degrees under the College of Business.
Annual Program Coordinator Meeting – We had an annual coordinator meeting every year except this academic year 2019-2020. Each year we would use the annual faculty retreat to meet during the breakout sessions for one hour every August. We did not meet this academic year only.

Thank you
Kim Riley
RHE Response: Review of Bachelor of Science in Applied Management
Interim Executive Dean, Nicole Pennington
January 8, 2020

RHE appreciates the opportunity to respond to the UCC 7-Year Review of the Bachelor of Science in Applied Management Degree. It was a pleasure to work with the program review team during the visit. The program review team identified four areas of concern and five recommendations for the Bachelor of Science in Applied Management (BSAM) Degree. Concerns included faculty and student diversity; Chillicothe BSAM Campus Coordinator not available to the review team during the visit; issues with program assessment plan lacking student input in assessing program learning outcomes; and the overuse of BSAM 4900 Special Topics. Recommendations included the development of a comprehensive faculty and student diversity recruitment plan; the development of a two-year academic course offerings plan; participation of all campus directors in the next UCC program review; the development of a graduate student survey of program learning outcomes; the development of human resource curricula to decrease the need for BSAM Special Topics; and annual meetings with the RHE Program Coordinator and Campus Coordinators to assess program learning outcomes and develop plans to meet any identified curricular gaps.

RHE Response to Concerns

Faculty and Student Diversity

The One OHIO academic alignment will provide for more sharing of faculty and students across the entire university. BSAM will be aligned with the College of Business. Faculty members from the regional campuses and the Athens campus are already working together to ensure a smooth transition. This will result in an increase in the diversity of both faculty and students. In addition, recruiting efforts for faculty and students will continue to focus on ensuring a diverse faculty mix.

Chillicothe Campus Coordinator

The Campus Coordinator at the Chillicothe campus was teaching during the time of the scheduled visit with the review team. She did make herself available by phone or Zoom at a different time. Kim Riley, RHE System Coordinator, was available during the entire visit to speak on behalf of all the campuses and respond to any questions or concerns.

Program Assessment Plan

As part of the transition to the College of Business, the program will be undergoing curricular changes to ensure that it meets standards for AACSB accreditation. Faculty members are already working on curriculum and program learning outcome changes to ensure the assessment process effectively evaluates student outcomes.

Overuse of BSAM 4900 Special Topics
Faculty members are already working on curricular changes to the BSAM program. They will be adding a Human Resource course and certificate in addition to other specialization courses and certificates.

**RHE Response to Recommendations**

**Comprehensive Faculty and Student Diversity Recruitment Plan**

As indicated above, the One OHIO academic alignment will provide for more sharing of faculty and students across the entire university. BSAM will be aligned with the College of Business. Faculty members from the regional campuses and the Athens campus are already working together to ensure a smooth transition. This will result in an increase in the diversity of both faculty and students. In addition, recruiting efforts for faculty and students will continue to focus on ensuring a diverse faculty mix.

**Two-Year Academic Course Offerings Plan**

Since the inception of the BSAM program, a 3-year schedule of all courses have been provided. The courses are offered every semester including summer. In addition, the students are given an advising plan when they enter the program.

**Participation of all Campus Coordinators in the next UCC Program Review**

The One OHIO Model will change the way the program is coordinated. It will be important for the department chair and campus coordinators to work together to ensure participation in all curricular processes.

**Development of a BSAM Graduate Survey of Program Learning Outcomes**

Development of a graduate survey of program learning outcomes will be developed following the revision of curricular learning outcomes. In addition, the degree will be under the same survey/assessment as other degrees in the College of Business.

**Decrease use of BSAM 4900 Topics**

As indicated above, curricular changes are currently being made to decrease the use of BSAM 4900 courses.

**Annual Program Coordinator Meeting**

Program coordinators have always met on a regular basis at the RHE Faculty Conference.

**Overall Judgment by Reviewers**

The committee finds the BSAM program viable.

**Response by RHE**
BSAM program enrollments expanded rapidly after initial launch and have remained healthy. With strong collaboration between administration and the program coordinators, and active engagement by the program coordinators in recruitment, advising, and program assessment, the RHE leadership agree that the program is viable.

Conclusion

As we prepare for program realignment under One OHIO and the transition of the BSAM program from RHE to the College of Business, we agree that it will be important to keep the results of this program review in mind. We believe the BSAM program continues to serve a critical non-traditional student population, and we look forward to working with the College of Business and the program faculty to ensure the program’s sustainability and growth.
Technical and Applied Studies (Regional Higher Education)
Program-Review Executive Summary

Reviewed: AY 2019-20
Previous Review: (First review)

Finding and Overall Assessment: Viable. The UCC Program Review Committee requests an update during AY 2022-23 in regard to concerns raised in the review.

Degrees: Bachelor of Technical and Applied Studies

Self-Study Synopsis: The Bachelor of Technical and Applied Studies (BTAS) is a degree-completion program designed for students who have either an associate degree or have completed at least 60 semester credit hours. It is available to students through the five regional campuses—Chillicothe, Southern, Eastern, Lancaster, and Zanesville—and mostly via online delivery. Established in 2004 and one of the first regional-campus programs to offer a bachelor’s degree, BTAS is among the university’s most flexible programs, with most students capable of completing their degrees in one calendar year. There were 168 majors as of fall 2019. Enrollment peaked in 2012 with nearly 300 students enrolled, with enrollments showing declines in subsequent years. The transition to semesters damaged students’ ability to earn degree in a single academic year (three quarters under the previous system), as did the development of the Regional Higher Education program in applied management (Bachelor of Science in Applied Management, or BSAM, founded in 2011). Many students chose to pursue the BSAM instead. These factors prompted BTAS to move to an online format. The program also became system-based, not campus-based, which promoted greater coordination and collaboration among faculty from the different campuses and the development of a new curriculum and learning-outcome goals (in place since 2017). The program has one full-time tenure-track faculty member, and it also depends on teaching from four additional faculty members who carry appointments—ranging from 50% to 87.5%—in other departments. All BTAS faculty members are expected to place their primary emphasis on teaching while also engaging in scholarship and service. Among self-identified areas of improvement are the aforementioned issue of declining enrollments; student advising (only 28% of BTAS majors are advised by a faculty member); the ongoing need for a comprehensive assessment plan (including funding to create it); and racial and ethnic diversity.

Site-Visit Overview: The internal reviewers were Dr. Ruth Palmer (Classics and World Religions) and Dr. Kathleen Sullivan (Political Science). The external reviewer was Dr. Jaime Cano, Associate Vice Chancellor and Professor in the School of Applied Sciences, Utah State University. The site visit was conducted October 24, 2019. The committee found that the program teaches interpersonal skills in leadership and ethics and research strategies that allow these students to advance in their current positions or seek a higher level of employment, serving the needs of mostly non-traditional students in southern and southeast Ohio. The program provides graduates the soft skills needed to advance in the workplace of their technical field, and the committee found that its faculty members are quite knowledgeable about their areas of expertise. Faculty members indicated that the resources to execute the entirety of the program were not sufficient. Specifically, it was noted that some faculty do not have computers that are adequate for online courses. (One faculty member
indicated that the OHIO issued computer for the performance of the duties did not have a camera, a fundamental tool necessary for the delivery of an online curriculum.)

Site-Visit Recommendations: The committee recommended the creation of a systematic, uniform, and coherent advising plan; greater attention placed on research and creative activity among the program’s faculty members; better infrastructure, especially in terms of computers, for the program’s online delivery; and the development of an assessment plan for student success.
Faculty Response to Bachelor of Technical and Applied Studies Program Review

Introduction

The faculty of the Bachelor and Technical and Applied Studies Program (BTAS) appreciate the work and support of the reviewers: Jamie Cano, Ruth Palmer, and Kathleen Sullivan. All faculty who teach TAS courses were invited to solicit feedback. This response is the faculty consensus.

Response to Findings

There were a few minor errors in the findings, largely borne out of unfamiliarity with the program. Again, these are minor and have no real impact on the findings themselves:

- Under recruitment and advising on page 2, final graduation reviews are conducted by the RHE Executive Dean or her representative, but an initial review is conducted by RHE BTAS Program Coordinator, Dr. Burgraff.
- Under program coordinator on page 2, while Dr. Burgraff is the BTAS Campus Coordinator for the Chillicothe Campus, she is also the Program Coordinator for BTAS across Regional Higher Education (RHE). Additionally, Dr. Burgraff is a dedicated academic advisor to BTAS students, but she only advises those from the Chillicothe Campus, which is about 10% of the total BTAS advisees.
- Under online delivery and course size on page 2, faculty did recommend appropriate course size to the administration, thus participating, but that recommendation was refused, and course size was set by the administration. Also, while the reviewers did not review course syllabi, the syllabi were provided in an appendix of the self-study.

Response to Concerns

The faculty wholeheartedly agree with all the concerns expressed by the reviewers. Our comments for each specific area follow. At the end of the narrative we provide a graph of the specific concerns outlined and our plan to address them. Overall, we support returning to shared governance where the faculty and administration work together to reach consensus. These concerns cannot be addressed by the faculty alone and must be done so by the faculty and administration working together. The faculty welcome the opportunity to do so.

Staffing: The faculty agree with the staffing concerns. The current structure of being spread over five campuses is not working. It does mean that making decisions in the best interest of the program is difficult. It also is confusing to students and creates unnecessary work making the program less efficient. The transition of the program to University College under One OHIO reorganization should address the five-campus structure issue. The faculty agree that offering the 10 courses every semester has resulted in low enrolled courses and is not the best model for delivering an academic program. The current schedule was insisted upon by the campus associate deans. The faculty recommend returning to the faculty recommended schedule. It was
more efficient. However, this needs to be done in the 2021-2022 academic year as doing so for 2020-2021 could create graduation issues for BTAS students at this late date. Advisors can then plan through the next academic year in anticipation of fall only and spring only courses. The faculty agree that the TAS program does not have a “home base” or a viable funding base to draw from to provide faculty a reduced teaching load or other incentives in an effort to allow the TAS teaching faculty time for any Research, Scholarship, and Creative Activity, and Service (RSCA). The transition of the program to University College will result in a home base, viable funding base, and an administrator dedicated to the success of the program, none of which it has now.

**Advising and Recruitment:** The faculty agree that the advising of students in the TAS program is problematic. A previous solution offered by Dr. Burgraff would be that she would advise all campus based BTAS advisees. This would leave the eCampus students advised by eCampus advisors who already work closely with Dr. Burgraff. Doing this would create a systematic, uniform, coherent advising plan for the BTAS program. The faculty agree that there is no organized plan for marketing the BTAS program or for recruitment of students into BTAS. Once the program has a centralized structure in University College, the faculty and administration of University College along with representatives of each regional campus should develop a marketing and recruitment plan.

**Program Coordinator:** The faculty agree that the program coordinator is not being utilized and should be provided both the authority and resources in order to facilitate the research, scholarship, and outreach mission of the BTAS major. The BTAS program is, indeed, currently being run by administrators rather than, as it should be, the faculty. While the campus administration absolutely has a role to play in assisting the program coordinator with the management of the BTAS major, the campus associate deans have so taken over the program to the point that they no longer want even recommendations on scheduling from the faculty. With the One OHIO reorganization and the move to University College, the BTAS major will have a home base and can restore shared governance to the BTAS program.

**Online Delivery and Course Size:** The faculty agree that the cap size of the online courses is too high and all that course caps should be restored to the cap that went through the UCC process at 25. The courses are writing intensive and the faculty cannot be engaged in research, scholarship, creative activity, and service (RSCA) as is expected at a comprehensive university. The reduction in class size will allow for better student feedback, more thorough assessment, and improve both course completion and degree completion rates.

**Resources:** The faculty agree that the BTAS program is not adequately resourced. The program needs a budget to both assist in program coordination and the implementation of the assessment plan. Additionally, especially since the program is totally online, faculty need adequate hardware, software, and instructional design assistance in order to effectively develop and deliver TAS courses. These resources have been requested but not provided. Again, with the transition in One OHIO to University College, it is hoped that the financial model developed would allow University College the necessary resources to operate the program.
Other: The faculty agree that there needs to be centralized coordination that would allow for the assessment plan to be implemented to insure that learning goals are being met and that the faculty program coordinator be responsible to review student evaluations and complaints to insure student success is maximized. The faculty will review its assessment plan at the end of every year in order to make decisions in the best interests of the students in the program. The centralized coordination would also allow for organized service activities and development of an advisory committee for BTAS. Both the implementation of the assessment plan and the recruiting of an overall and possibly campus based advisory committees, must be provided financial resources. It is imperative that University College oversee and coordinate the BTAS major. While the individual campuses will still be coordinating with BTAS, decisions must be centralized with the program coordinator reporting to the University College Dean.

<table>
<thead>
<tr>
<th>Concern</th>
<th>Plan to Address</th>
<th>Responsibility/Resources</th>
<th>Date to Accomplish</th>
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<tr>
<td>Five Campus Structure</td>
<td>One College Structure</td>
<td>Through One OHIO Fall Under University College</td>
<td>August 2020</td>
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<td>Schedule</td>
<td>Return to Faculty Recommended Schedule</td>
<td>Dr. Elizabeth Sayrs, Dean Dr. Donna L. Burgraff, BTAS Coordinator</td>
<td>2021-2022</td>
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<td>No “Home Base” to Allow for Viable Funding Base, Faculty Incentives and Administrative Oversight</td>
<td>One College Structure</td>
<td>Through One OHIO Fall Under University College</td>
<td>August 2020</td>
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<td>Inadequate Advising</td>
<td>Adopt Dr. Burgraff’s Plan for Faculty Advising on Regional Campuses</td>
<td>Dr. Burgraff, BTAS Coordinator Dr. Jeremy Webster, Dean of Zanesville Dr. Jim Smith, Dean of Lancaster Dr. Dywayne Nicely, Dean of Chillicothe Dr. Nicole Pennington, Dean of Southern</td>
<td>Spring 2020</td>
</tr>
<tr>
<td>Lack of Recruitment and Marketing Plan</td>
<td>Develop and Implement a Recruitment and Marketing Plan</td>
<td>Dr. Sayrs, Dean Dr. Burgraff, Program Coordinator Staff and Administration in University College Faculty who Teach in TAS Staff and Administration from Each of the 5 Regional Campuses</td>
<td>Fall 2020</td>
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| Lack of Shared Governance and Lack of Faculty Participation and Oversight of Program | Provide Program Coordinator with Authority and Resources to Manage the Major | Dr. Burgraff, BTAS Coordinator  
Dr. Webster, Dean of Zanesville  
Dr. Smith, Dean of Lancaster  
Dr. Nicely, Dean of Chillicothe  
Dr. Pennington, Dean of Southern  
Dr. Sayrs, Dean of University College | Authority-Spring 2020  
Financial Resources-Fall 2020 |
|---|---|---|---|
| Course Size | Restore Agreed Upon Class Size Approved Through UCC | Dr. Webster, Dean of Zanesville  
Dr. Smith, Dean of Lancaster  
Dr. Nicely, Dean of Chillicothe  
Dr. Pennington, Dean of Southern | Summer 2020 |
| Lack of Adequate Resources | Provide for a BTAS Budget | Dr. Sayrs, Dean  
Dr. Burgraff, BTAS Coordinator  
One OHIO Financial Structure | August 2020 |
| Lack of Assessment Data | Implementation of BTAS Assessment Plan | Dr. Burgraff  
TAS Faculty Dean Sayrs by Providing Funding for Plan and Overseeing its Implementation | 2020-2021 |
| Lack of Advisory Committee | Recruit a BTAS Advisory Committee and Possibly a BTAS Advisory Committee from Each Campus | Dr. Burgraff  
Dean Sayrs  
Regional Campus Administration | Fall 2020 |

**Conclusion**

The faculty agree that the Bachelor of Technical and Applied Studies is viable. It is a model that other programs and majors can follow. The revenue for the program needs to go to its new home base in University College. This will eliminate the need for campuses to own courses. Decisions about who teaches the courses need to be based on faculty recommendations about
who is best to teach the courses and not based on campus decisions about who does not have enough campus teaching load. The students need to be advised by faculty dedicated to BTAS and eCampus advisors who work closely with BTAS faculty. The BTAS Program Coordinator and the University College Dean, working closely together, will be able to address all the concerns in a timely manner. The One OHIO reorganization could not be coming at a better time for the Bachelor of Technical and Applied Studies.
RHE Response: Review of Bachelor of Technical & Applied Studies
Interim Executive Dean, Nicole Pennington
December 11, 2019

The program review team identified six areas of concern and recommendation for the Bachelor of Technical & Applied Studies (TAS) program: staffing, advising and recruitment, program coordinator, online delivery and course size, resources, and program assessment. RHE leadership offer the following response to their concerns and recommendations.

Staffing
The program reviewers note that each campus “owns” two TAS courses, which is inaccurate. No regional campuses own courses in the program; instead, each campus is assigned online offerings of courses to ensure an equitable enrollment distribution. The course distribution was originally created with input from the TAS faculty. Additionally, the concerns noted by the review team and the faculty response regarding course offerings suggest the information is not regularly reviewed. The regional associate deans collaborate on the online schedule, reviewing both enrollment trends and faculty input each year. When the TAS course offerings expanded to offering 10 during fall and spring, it was done with the explicit expectation that enrollments would be reviewed to determine long-term rotation plans.

Included in the program reviewer recommendations are recommendations regarding course scheduling and faculty load.

- Faculty are involved in course scheduling through a recommendation process; however, the ultimate scheduling authority, for all regional courses, rests with the campus deans, delegated to the associate deans. Cross-campus schedule collaboration helps ensure equity in course distribution and faculty load. With the One OHIO transition, we expect even greater levels of course scheduling coordination will occur between the regional campuses and Athens academic units.
- Tenured and tenure-track faculty across all campuses are regularly engaged in research and service, while consistently teaching a 4-4 load. This workload is standardized across the regional system and is taken into consideration when faculty are reviewed for promotion and tenure.

Advising and Recruitment
The program reviewers suggest that some regional campuses have recruitment advantage because of their community college partnerships, but this is an inaccurate representation. The university partners with community colleges across the state and region. Two of the regional campuses are co-located with partner community colleges, where other regional campuses are in the same or similar service district as other partnerships. Overall, the TAS program benefits from community college
partnerships, which serve as a recruiting opportunity for regional campus and eCampus program enrollments.

The TAS program is included in university marketing efforts for online degree completion programs. Additionally, each campus is encouraged to market available program offerings and to recruit students accordingly. Faculty play an important role in program recruiting, and assisting with program recruiting is included in the program coordinator duties.

Like other OHIO degree programs that are offered through multiple campuses and delivery modes, the advising for TAS is distributed based on student campus. Campus-based advising occurs by both faculty and staff; staff advisors advise eCampus TAS students. The program coordinator should be in regular communication with all advisors to ensure consistency and equity in the advising experience.

As the faculty response indicates, the TAS coordinator has an opportunity to perform an initial review of graduation candidates. As is consistent across the institution, the final decision regarding degree conferral occurs under the direction of the Executive Dean of Regional Higher Education.

Program Coordinator
As the program reviewers note, there is one full-time, tenured faculty member in the TAS program. Faculty from other disciplines teach in the program, but they are not dedicated to it. Utilizing faculty from multiple backgrounds and areas of expertise helps to support the TAS goal of providing students with the necessary leadership and professional skills required to advance within their chosen technical field. The RHE leadership views the diversity of faculty disciplines as an overall strength of the program.

The faculty response to the program review includes support for the reviewer recommendations related to the role of the program coordinator. Specifically, the program reviewers indicate a need to include the program coordinator in advising, recruitment, and administrative functions. These functions are indeed included in the stipend duties and overall expectations for the RHE program coordinator.

The RHE leadership disagrees with the assertion that the program is run by administrators. The program coordinator is responsible for curricular content and revisions, program assessment and reporting, recruitment and advising, and recommending course scheduling needs to the associate deans. These activities are supported by an annual stipend to the program coordinator. RHE leadership supports the idea that the program coordinator regularly travel to each regional campus to meet with students, faculty, and advisors to discuss program needs and expectations; existing travel reimbursement processes exist to support inter-campus travel.
Online Delivery and Course Size
The program reviewers note a concern with the standardized RHE online course capacity of 35. Though they note that faculty participated in the decision-making process that led to this standard, the program reviewers may not have realized that the course capacity started as a recommendation from the faculty via the RHE Curriculum Committee. Additionally, there is an existing process within RHE to request a review of course capacities, which includes the chair of RHECC and the Executive Dean. Prior to the standard RHE course cap, most TAS courses were routinely capped at 25 students, which was the curricular default in OCEAN during the Quarter-to-Semester conversion. The RHE leadership encourages the TAS faculty to develop and submit proposals for each course they believe should have a lower, standard capacity.

The program reviewers note that TAS faculty are “not as engaged in Research, Scholarship and Creative Activity, and Service (RSCA) as one would expect in a comprehensive university.” The RHE leadership reiterate that the standard teaching load for tenured and tenure-track faculty on regional campuses is 4-4, which is taken into consideration when faculty are reviewed for promotion and tenure. Additionally, there are existing processes within RHE for faculty to request assistance for research or scholarly efforts. The RHE leadership encourage tenured and tenure-track faculty to look into these opportunities.

Resources
The program reviewers and the faculty each indicate inequity in resources for faculty teaching in the TAS program, specifically noting a need for faculty to have the hardware and software required for videoconferencing. RHE leadership are unaware of any outstanding technology requests made by faculty teaching in the TAS program. RHE leadership agree that faculty should have the instructional resources they need for their courses. External cameras and microphones are available for faculty and staff use on each regional campus, and RHE leadership encourage faculty to reach out to RHE IT with any specific instructional technology needs.

Program Assessment
The program reviewer’s statement that there is not an assessment plan for TAS is inaccurate; the TAS program assessment plan is on file with the OHIO Assessment Clearinghouse. However, as the faculty response notes, the program assessment plan needs annual review and update. Part of the duties of the program coordinator is the development and execution of the program assessment plan, including the required annual updates and reporting to the university clearinghouse.

Student course evaluations should have been provided to the review team. This was an oversight and missed by everyone who developed and reviewed the self-study prior to submission. The program reviewers note concern that the program coordinator does not have access to all student evaluations. While evaluation results are initially distributed to individual faculty and to campus associate deans based
on course offerings, RHE program coordinators can request evaluations for all major courses.

As noted by the program reviewers and affirmed by the faculty, the TAS program should have an active program advisory committee. RHE leadership agrees that there should be a system-wide advisory committee, representing the needs and expectations of the TAS program across all campuses and delivery modes. Coordinating annual meetings of the program advisory committee will continue to be a program coordinator duty.

**Overall Judgment by Reviewers**
The committee finds the Technical & Applied Studies program viable.

**Response by RHE**
TAS program enrollments expanded rapidly after initial launch; however, program enrollments have steadily declined over the past several years as other completion degrees launched. With strong collaboration between administration and the program coordinator, and active engagement by the program coordinator in recruitment, advising, and program assessment, the RHE leadership agree that the program is viable.

**Conclusion**
As we prepare for program realignment under One OHIO and the transition of the TAS program from RHE to University College, we agree that it will be important to keep the results of this program review in mind. Both the program review report and the faculty response include thoughts about resource allocation and budgetary implications; however, the university budget model, and its interplay with the One OHIO alignment, is unknown. Additionally, we expect course scheduling will continue under a collaborative approach, including regional campus administration, program faculty, and Athens academic units. We believe the TAS program continues to serve a critical non-traditional student population, and we look forward to working with University College and the program faculty to ensure the program’s sustainability and growth.
Master of Public Administration (Athens)
Program-Review Executive Summary

Reviewed: AY 2019-20
Previous Review: AY 2006-2007

Finding and Overall Assessment: Viable.

Degrees: M.A. in Public Administration

Self-Study Synopsis: Founded in the 1970s and independent from the College of Arts and Sciences since 2011, the Master of Public Administration (MPA) program is part of the Voinovich School of Leadership and Public Affairs, an applied public-service school. The Ohio Executive MPA (OEMPA) program is conducted on and through the Dublin campus, with an enrollment increase of 39 percent from fall 2016 to fall 2017. The MPA program had 145 graduate students enrolled as of AY 2017-18 (19 in the Athens-based MPA program, 43 in the OEMPA program, and 83 in the online program), and the new Online MPA program (OMPA), founded in 2017, has shown growth. The most promising opportunity for future enrollment growth is through the OEMPA and OMPA programs. The overall MPA program includes five tenure-track or tenured faculty members, three instructional faculty members, a varying number of adjunct instructors (five in 2017), and a cadre of professional staff.

Faculty, staff, and students work together on research teams. The program boasts faculty members who understand the unit’s primary mission of applied research, engagement, and service to the Appalachian region and the state of Ohio. Faculty members have strong records in these areas and have extensive experience with managing projects and working with community, government and/or nonprofit leaders. The MPA program provides students with a sound combination of academic knowledge and applied skills. Many MPA students have little or no professional work experience in public administration when they enroll, in contrast to OEMPA and OMPA students, who are almost exclusively in-service professionals seeking their MPA while employed in public and nonprofit organizations. To provide professional mentoring, MPA students are given the opportunity to work one-on-one with a mentor; these are typically leaders with a long-term relationship with Ohio University and extensive governmental or nonprofit experience. All students finish their degrees with capstone portfolios, and alumni include professionals in many fields, including law enforcement, project management, human resources, government, and health-care administration.

Site-Visit Overview: The internal reviewers were Dr. Myra Waterbury (Political Science) and Dr. Scott Sparks (Education). The external reviewer was Dr. Hunter Bacot, Professor of Political Science and Graduate Program Director, University of North Carolina-Greensboro. The site visit was conducted September 16-17, 2019. The committee found that research and creative activity is a definite strength of program, with every faculty member generating significant grant funds. The balance of tenure-track, instructional, and adjunct faculty with the size of the program seems to be adequate at present. However, any additional growth of the OEMPA and OMPA programs will require careful management to maintain a strong, qualified pool of instructors to meet student demand and provide adequate advising and mentoring. Moreover, many of the research activities generated by faculty and staff have direct community connections. From research on opioid addiction to issues of poverty,
faculty and staff partner with community agencies that extend the university into communities across the state. Alumni report positive satisfaction with their preparation for post-graduation careers. They further reported that they have been able to apply classwork to their jobs. The program should be commended for strong alumni outreach, which extends to alumni involvement in marketing and recruitment as well as internship and post-graduation placement. Alumni also reported using the MPA program as an ongoing resource for consultation, continuing education, and cross-agency connections. Mentoring and advising in preparation for careers in public administration is a particular strength of the MPA program, especially for students without much professional experience. The committee commended the MPA program for its balance of theory and practice and its engaged-scholar model, which emphasizes experiential, applied, and service-learning approaches to instruction.

**Site-Visit Recommendations:** The committee’s recommendations included: integrating diversity more deliberately in MPA curricula; formalized mentoring for junior faculty members; a clearer articulation of the program’s uniqueness in regard to its engaged-faculty model within the university and the benefits of that model for the university and community; the pursuit of partnerships with other university units to boost enrollment for the on-campus MPA program.
Dean Mark Weinberg’s Response to the Ohio University 7-Year Curriculum Review of the Master of Public Administration Program
October 14, 2019

The Voinovich School of Leadership and Public Affairs thanks both the external and internal reviewers for the time they spent with the Master of Public Administration (MPA) Program. Their valuable review report will help us continue to improve of the Program. As Dean, I welcome the reviewers’ finding that the Program is “viable.”

I would like to highlight some key observations from the report and their connection to future initiatives. I was pleased to see the reviewers’ comments on the strength and viability of the School’s engaged faculty model and the externally-directed applied research “that extends the university into communities throughout the state.” This has always been our model and we continue to seek new ways to build partnerships to create value for communities and greatly enhance the student learning experience. Our Voinovich Academy for Leadership in the Public Sector is allowing us to re-imagine the MPA student experience as transformational rather than transactional. A student may be enrolled in one of our three MPA platforms and also participate in Voinovich Academy leadership opportunities. Upon completion of the MPA degree, that student continues to be connected to the School and University through the Academy, along with the public or nonprofit agency that employs them. Professionals may first engage with the School through the Academy, then enroll in the MPA program. Our curricular innovations are increasingly being co-produced by our degree programs and the Voinovich Academy. For example, our new MPA concentration in Crisis and Emergency Management is largely a result of the demand for executive training in this area through the Academy.

The reviewers recognized the value of the applied research, learning by doing, and partner engagement that is central to the Voinovich School’s approach and President Nellis’ strategic pathway of engagement. The Ohio University Board of Trustees created the School as its first independent multidisciplinary engagement college. As part of this mandate, the School has a 12-month engaged faculty and professionals’ model in which faculty and professionals work closely with community partners to promote economic growth, social impact, sustainability and leadership. Each faculty member links their work to a range of community challenges through applied research, classroom teaching, external training, and service to the region, state, and beyond. To facilitate this model, the School is organized in program partnerships as opposed to traditional departments or divisions. The Voinovich School approach to public service innovation and education is at the heart of the vision of the new American university. Arizona State University’s President Michael Crow captures what this dynamic approach can be.
“The idea of the New American University offers an intriguing possibility of blending entrepreneurial and engaged approaches in a way that allows universities to differentiate themselves in meaningful ways. The key principles are being responsive to the unique challenges and characteristics of the university’s region; academic excellence with a focus on broad access and diversity; an entrepreneurial approach to the academic enterprise, including transcending disciplinary boundaries; a focus on research that has the potential to impact societal challenges; and direct engagement in the community, locally and globally. This model opens up some interesting opportunities for the role of university public service as a vital component of the American University of the future.” (Crow, 2010; adapted)

Ohio University’s Voinovich School produces public value for students and state and community partners. Faculty and professionals take their tremendous talents and apply them to real world public policy issues – including the difficult task of policy implementation – and bring students along to learn. At the heart of these efforts are countless investments in public-private partnerships designed to enhance state and local government effectiveness as well as economic vitality, quality of life and sustainability. This practical approach to problem solving, explains why the Voinovich School is a 21st Century example of a public university keeping its public service promise.

The reviewers provided valuable suggestions for improving the program. We intend to develop a more structured approach to mentoring new faculty, including new adjunct faculty that we need in order to grow our online and executive programs. We must always look for ways to bring more diversity in our faculty, students, and curricular offerings. Our online and executive programs have enabled us to recruit a more diverse enrollment, so our curriculum must also support a diverse public and nonprofit management workforce. We are excited about the emerging possibilities to partner with other units at Ohio University to offer innovative undergraduate-to-graduate degree options. We are beginning to implement a one-year MPA program in order to facilitate these new partnerships.

The MPA program has been extremely successful in re-imagining, attracting a significant number of new, fee-paying students, and looking to the future. The faculty will continue to look for new ways to innovate in order to meet market demand and continue our leading role within the School, across the university, region, state, and beyond.
Resources, Facilities, and Affordability Committee Meeting
FISCAL YEAR 2020-2021
UNIVERSITY BUDGET

RESOLUTION 2020 -

WHEREAS, the events of Spring 2020 and the challenges associated with financial planning resulting from COVID-19 have significantly delayed the fiscal planning and consultation across the University and the completion of a final recommendation for fiscal year 2021 budgeted revenues and expenses, and

WHEREAS, the University is committed to finalizing budget priorities within the constraints of fiscal year 2021 revenue projections currently under development, and

WHEREAS, the University will develop and provide the Board of Trustees with a final expense budget recommendation in August 2020 that is consistent with the fiscal year revenues, permissible and sustainable reserve usage, and the provisions of the state budget.

NOW THEREFORE, BE IT RESOLVED that a Fiscal Year 2020-21 continuation budget be hereby approved through August 2020 based on the expectation that the Senior Vice President of Finance and Administration in conjunction with the Executive Vice President and Provost and with approval of the President will monitor expenses and present a fiscal year 2020-21 budget to the Board of Trustees for final approval in August 2020 that ensures total expenditures do not exceed available resources.
Interoffice Communication

Date: June 1, 2020

To: The President and Board of Trustees

From: Deborah Shaffer, Senior Vice President for Finance and Administration
        Elizabeth Sayrs, Executive Vice President and Provost

Re: FY21 Continuing Budget Resolution

At our June meeting, we will be presenting for Board approval a FY21 Ohio University Continuing Budget Resolution with the commitment that by August 2020 a final budget recommendation will be submitted to the Trustees. The resolution facilitating approval of the FY21 Continuing Budget will be presented at the June Resources Committee meeting.

Ohio University’s FY21 Budget development began in October 2019 building upon prior projections from campus-wide, multi-year planning efforts focused on ensuring a balanced and sustainable financial future and guided by the institution’s Strategic Framework. Through February of 2020, the institution’s budget strategies included initiatives to enhance enrollments in strategic programs, invest in marketing and branding, prioritize student success, reduce our administrative costs, and reimagine the academic enterprise.

By March of 2020, the University’s FY21 budget planning initiatives changed drastically as we managed a new higher education landscape shaped by COVID-19. The multi-year budget planning at OHIO has changed course as we plan for a dramatically different future than what we imagined a few months ago. As we prepare for the June Board meeting, the multi-year financial impact of COVID-19 is not quantifiable and our projections for enrollment and state support remain dynamic and tenuous. While our commitment to budget balancing remains in the forefront of our strategic plan, we anticipate that the FY21 budget will continue to be volatile. It is imperative that we recognize and accept that the institution of tomorrow will look dramatically different than the OHIO of today.

While the University remains committed to limiting use of operating reserves, the current economic environment and higher education landscape will negatively impact the institution’s finances beyond FY21 in ways not yet incorporated in our multi-year budget. As we develop budget balancing strategies, we will prioritize our student-centered mission while accepting that difficult decisions lie ahead that require frank and transparent discussions across the University community. Throughout FY21, we will provide updates to the Board on our current year performance to budget and strategies to reevaluate and monitor our use of reserves.
ESTABLISHMENT OF THE
CURRENT-USE SCHOLARSHIP PROGRAM

RESOLUTION 2020 -

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

WHEREAS, the Board of Trustees recognizes the need for current-use gifts, which are available immediately to meet the University’s near-term financial needs and to support the University’s recruitment and retention efforts, and

WHEREAS, in an effort to encourage such gifts, the University seeks to pair $1.00 in budgeted University scholarship funds with each $1.00 in donor gifts and pledge payments made on or before June 30, 2021 into accounts that meet established program criteria, and

WHEREAS, the new Current-Use Scholarship Program will follow the same eligibility criteria that are used for the existing Undergraduate Scholarship Match Program, as follows:

- Accounts must provide renewable undergraduate scholarship awards that are designated to a campus, a college or university-wide,
- Donors may also specify whether awards are based on merit, need and/or talent, with the specifics of those terms defined at the University’s discretion,
- Donors may designate a preference for scholarship funds to be directed to particular academic departments, programs, or majors. The University will endeavor to meet the donors stated preference while reserving the right to award funds at the college- or university-wide level in the event that eligible recipients who meet the donor preference cannot be identified in any given year,
- Other donor preferences, including but not limited to geographic restrictions, may be considered on a case-by-case basis and approved by the Vice President, University Advancement in conjunction with the Senior Vice President Finance & Administration, CFO and Treasurer. In all cases, approved donor preferences must be broad enough to provide for easily-administered scholarships with an ample number of eligible recipients, and

WHEREAS, understanding that any gift to this program collectively benefits all campuses and colleges, all match funding is made available university-wide on a first come, first served basis, up to a maximum amount of $10,000,000, and

WHEREAS, named current-use accounts will only be established under this new program with a donor gift of at least $10,000. Donors with lower giving capacities may still participate in the program by giving to pooled university-wide, college-wide, or regional campus scholarship accounts created for this program that meet the program criteria, and
WHEREAS, all new donor gifts and paired University funds associated with this program will be administered centrally and spent prior to University general funds being spent for the same purpose, as this practice provides financial flexibility and promotes good donor stewardship.

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees of Ohio University approves the creation of the Current-Use Scholarship Program.

BE IT FURTHER RESOLVED that the Board of Trustees of Ohio University hereby approves the establishment of the current-use scholarship funds described above, in accordance with the established program parameters.

BE IT FURTHER RESOLVED that the Treasurer of Ohio University be, and hereby is, directed and authorized to administer policies and procedures to manage these current-use scholarship funds.
Interoffice Communication

Date: June 1, 2020
To: The President and Board of Trustees
From: Nico Karagosian, Vice President, University Advancement and President & CEO, The Ohio University Foundation
        Deborah J. Shaffer, Senior Vice President Finance & Administration, CFO and Treasurer
Re: Creation of the Current-Use Scholarship Program

Included on the Resources Committee Agenda for the June 2020 Board of Trustees meeting is a request to create the Current-Use Scholarship Program (the “program”), which seeks to leverage institutional financial aid dollars to encourage current-use undergraduate scholarship gifts.

Summary of the Proposed Program
The University has already established the Undergraduate Scholarship Match program (“USMP”), which provides $0.50 in University match funds for each $1.00 contributed to certain scholarship endowments.

Current-use funds are not match-eligible under USMP. In an effort to encourage current-use gifts, which are available immediately to meet the University’s near-term financial needs and to support the University’s recruitment and retention efforts, staff recommend that a new program be created to pair $1.00 in budgeted University scholarship funds with each $1.00 of current-use scholarship gifts contributed by donors on or before June 30, 2021 to accounts that meet the eligibility criteria previously approved for USMP.

Like USMP, all new donor gifts and paired university funds associated with this program will be administered centrally as the first dollar out. (i.e. These funds will be used before University general funds are used for the same purpose.) This practice provides financial flexibility for the University and promotes good donor stewardship.

Under the new program, individual, named current-use accounts would be established only with a donor gift of at least $10,000. Donors with lower giving capacities may still participate in the program by giving to pooled university-wide, college-wide, or regional campus scholarship accounts created for this program. Contributing donors will be recognized in program information.

By pairing the university’s unrestricted financial aid budget with donor funds directed towards particular colleges, campuses or academic departments, this program will allow donors and students to see an impact that is double the amount of the donor gift.
**Program Criteria**

In order to maximize the impact of this opportunity, the new program will pair $1.00 in budgeted University scholarship funds with every $1.00 committed to eligible scholarship accounts. Paired funds will be transferred into designated program scholarship accounts as gifts are received and processed.

Understanding that any gift to this program collectively benefits all campuses and colleges, all match funding is made available university-wide on a first come, first served basis, up to a maximum amount of $10,000,000.

The new program will follow the same eligibility criteria that are used for USMP, as further described below:

- Accounts must provide renewable undergraduate scholarship awards that are designated to a campus, a college or university-wide.
- Donors may also specify whether awards are based on merit, need and/or talent, with the specifics of those terms defined at the University’s discretion.
- Donors may designate a preference for scholarship funds to be directed to particular academic departments, programs, or majors. The University will endeavor to meet the donors stated preference while reserving the right to award funds at the college- or university-wide level in the event that eligible recipients who meet the donor preference cannot be identified in any given year.
- Other donor preferences, including but not limited to geographic restrictions, may be considered on a case-by-case basis and approved by the Vice President, University Advancement in conjunction with the Senior Vice President Finance & Administration, CFO and Treasurer. In all cases, approved donor preferences must be broad enough to provide for easily-administered scholarships with an ample number of eligible recipients.
Interoffice Communication

Date: June 1, 2020

To: The President and Board of Trustees

From: Deborah J. Shaffer, Senior Vice President Finance & Administration, CFO and Treasurer
Steve Wood, Senior Associate Vice President, Facilities Management & Safety

Re: Capital Improvement Plan (CIP) Update

At the June Board meeting we will present an update with revisions to the Capital Improvement Plan necessitated by the financial impacts associated with COVID-19 pandemic. The focus of these changes is with the FY21/22 projects; however, the review included any projects with expected expenditures in FY21/22 including those currently in design and under construction.

The presentation we will review with the BOT highlights:

- Process review to determine over next two fiscal years, FY21/22, what projects are critical to continue and what can be placed on hold to reduce our capital spend
- Process included identifying projects for:
  - Delay/Cancel
  - In progress/continue as planned
  - Further Review

During the review, leadership re-examined deferred maintenance and programmatic priorities in conjunction with operating budget constraints and in alignment with the current strategic plan. As a result of this process, the university is postured to reduce scheduled FY21/22 new project starts from $102 million to $13 million, or an 87% reduction. Additionally, some in progress projects are being reviewed to ensure continued alignment with current strategic objectives.

As a reminder, each project over $500,000 will be presented to the Board for approval prior to execution.

We look forward to presenting and discussing this plan with you at the upcoming Board of Trustees meeting.
June 18, 2020

Capital Improvement Plan (CIP) FY21-22 Review & Update

Tab #; pg
Capital Improvement Plan (CIP) Update Process

• OHIO presents an updated CIP for BoT approval each June; 6 Year CIP in odd years, annual CIP in even years
  • FY21 CIP was scheduled for June 2020 BoT approval
  • Prioritized projects were approved BoT in last year’s 6 Year CIP

• Due to current University operating and capital funding uncertainties, emphasis is on halting all non-essential work
  • State funding uncertainty
  • Need to preserve reserves
  • Volatile investment portfolio

• In response, the June 2020 CIP Update process has been modified; FY21 & FY22 CIP project reviews involved
  • Engagement with CIP Areas to assess project criticality
  • Review of project priorities in conjunction with University Planning portfolio strategy
  • Comparing what was planned with what is still planned

CIP Areas System-Wide

- Academic/Programmatic
- Building Systems & Infrastructure
- Utility System Upgrades
- Culinary Services
- Residential Housing
- Information Technology
- Transportation and Parking Services
- University Initiatives
## FY21-22 Starts – Reduced new starts by $88M to date

<table>
<thead>
<tr>
<th>CIP Area</th>
<th>Key Priorities</th>
<th>FY21-22 June 2019</th>
<th>FY21-22 Move Forward</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic/Programmatic</td>
<td>Clippinger P3, Lin Hall Museum Expansion, etc.</td>
<td>$35.6M</td>
<td>$0.1M</td>
</tr>
<tr>
<td>Building Systems &amp; Infra</td>
<td>HVAC, Windows, Roofs, Emergency, etc.</td>
<td>$11.1M</td>
<td>$4.0M</td>
</tr>
<tr>
<td>Culinary Services</td>
<td>Boyd Market, Nelson Market, Equipment Purchases, etc.</td>
<td>$6.3M</td>
<td>$0</td>
</tr>
<tr>
<td>Residential Housing</td>
<td>Building Infrastructure Deferred Maintenance, Must Do Renovations</td>
<td>$16.4M</td>
<td>$0</td>
</tr>
<tr>
<td>OIT</td>
<td>Annual Capital Improvements</td>
<td>$8.0M</td>
<td>$0</td>
</tr>
<tr>
<td>Regional Higher Education</td>
<td>Lancaster HVAC Improvements, Shannon Hall HVAC</td>
<td>$4.7M</td>
<td>$4.7M</td>
</tr>
<tr>
<td>Transportation and Parking</td>
<td>Parking Lot Maintenance, Meter upgrades</td>
<td>$0.7M</td>
<td>$0</td>
</tr>
<tr>
<td>Services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>University Initiatives</td>
<td>ADA, Safety, Classroom Improvement Plan, Wayfinding</td>
<td>$8.6M</td>
<td>$3.0M</td>
</tr>
<tr>
<td>Utility System Upgrades</td>
<td>CWP3, Steam Repairs, Old Heating Plant Switchgear</td>
<td>$10.3M</td>
<td>$1.5M</td>
</tr>
<tr>
<td>Grand Total New Starts</td>
<td>FY21-22 June 2019 Approval</td>
<td>$101.7M</td>
<td>$13.3M</td>
</tr>
</tbody>
</table>
CIP Update Process

• **Overarching Principle** - Over next two fiscal years, what projects are critical to continue and what can be placed on hold to reduce our capital spend?

• **Draft Recommendation Bucket Overview**
  - **Continue Project to Move Forward if**
    - Project is deemed critical or high priority programmatically or strategically
    - Funded with gift/grant or endowment that otherwise would not be able to be used
    - Project is well into design or construction; unwise to stop investment or other factors
  - **On Hold/Cancel**
    - Project is deemed high priority, however holding will not cause harm - move project forward when financial and economic conditions improve
    - Project is no longer deemed as a priority given long term planning goals or institutional changes
  - **Review**
    - Leadership review needed; how does project supports goals
# FY21 & FY22 - $13.3M in Project Starts

<table>
<thead>
<tr>
<th>CIP Areas System-Wide</th>
<th>Move Forward Projects</th>
<th>FY21 &amp; 22 Project $</th>
<th>On Hold/Cancel</th>
<th>Review</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Academic/Programmatic</strong></td>
<td>ROC-Funding Chemistry Bldg-into construct Clippinger Ph 2A: Finishes chemistry building</td>
<td>$0.1M</td>
<td>HCOM Ph 2 Design Lin Hall Museum-fundraise Unit requested projects Alden Library Stairwell resurface</td>
<td>Clippinger Ph 2B &amp; 3 Lindley Hall Admin Relocations Esports ADA Projects Botanical HVAC Rep</td>
</tr>
<tr>
<td><strong>Building Systems &amp; Infrastructure Utility System Upgrades</strong></td>
<td>Masonry and Painting Alden Library AHU Replacement Ping Center Roof Lancaster HVAC</td>
<td>$8.7M</td>
<td>Botanical Research HVAC Chubb Hall HVAC Konneker Research Windows &amp; HVAC</td>
<td>Gordy Hall Carpet Replacement</td>
</tr>
<tr>
<td><strong>Culinary Services</strong></td>
<td>Central Food Flooring Upgrade</td>
<td>$0</td>
<td>Trisolini House Renovation Boyd Market Improvements</td>
<td></td>
</tr>
<tr>
<td><strong>Residential Housing</strong></td>
<td>Convo Restroom Renovations</td>
<td>$0</td>
<td>Gamertsfelder Bath/HVAC Upgrades Washington Casework &amp; Flooring</td>
<td></td>
</tr>
<tr>
<td><strong>Information Technology</strong></td>
<td>OIT Network Replacement</td>
<td>$0</td>
<td>OIT Capital Spending</td>
<td></td>
</tr>
<tr>
<td><strong>University Initiatives</strong></td>
<td>Annual Campus Steam Repairs Alden Chilled Water Tie-In</td>
<td>$4.5</td>
<td>Glidden Chilled Water Connection</td>
<td>Annual ADA Dublin MEB2 Tenant Improve</td>
</tr>
</tbody>
</table>
CIP Review – Big Picture

CAPITAL FUNDING ASSUMPTIONS:

State
- FY21/22 – No state funding
- FY23/24 – 50% of $24M

Century Bond
- Full Funding

Debt
- Use where already committed
- Inability to transfer to other projects in construction

SUMMARY:

June 2019 FY21-26 Six Year CIP
- $456.8M Total FY21/22 Spend
- Projects in progress or planned to execute in FY21 and FY22
  - $101.7M in new starts for FY21/22

Current FY21/22 Spend Plan (without Clip 2B)
- $289.4M Total FY21/22 Spend
  - Projects in progress to proceed plus not started to proceed (does not include projects in review (Clip))
    - 37% reduction
  - $13.3M recommended as FY21/22 new starts
    - 87% reduction from June 2019 Six Year CIP
Process Forward

• Reviews with:
  • Academic Leadership
  • Athletics
  • Auxiliary Units
  • Regional Campus Leadership
  • SVPFA
CAPITAL PROJECTS
APPROVAL TO PROCEED WITH DESIGN AND CONSTRUCTION

RESOLUTION 2020 -

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>Capital Project Budget &amp; Authorized Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project</td>
</tr>
<tr>
<td>Ping Center Roof Replacement</td>
</tr>
<tr>
<td>Alden Chilled Water Tie-In</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.
Interoffice Communication

Date: June 1, 2020

To: The President and Board of Trustees

From: Deborah J. Shaffer, Senior Vice President Finance & Administration, CFO and Treasurer
       Steve Wood, Chief Facilities Officer and Senior Associate Vice President

Re: Capital Projects Update and Request for Approval to Undertake Design through Construction

Projects in excess of $500,000 will be presented for Board approval to undertake design through construction. A presentation containing background information, funding sources and the proposed schedule for each project is included with these materials as well as a resolution for board action.

<table>
<thead>
<tr>
<th>PROJECT</th>
<th>Authorized Expenditures</th>
<th>Project Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Previously Approved</td>
<td>Total Approved</td>
</tr>
<tr>
<td>Approval to Undertake Design through Construction</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>Ping Center Roof Replacement</td>
<td>$ 3,300,000</td>
<td>$ 3,300,000</td>
</tr>
<tr>
<td>Alden Chilled Water Tie-In</td>
<td>$ 1,250,000</td>
<td>$ 1,250,000</td>
</tr>
</tbody>
</table>

Current Project Approval Request Information

- **Ping Center Roof Replacement** – This $3.3M project will replace the Ping Center’s roof and associated roof drains that have deteriorated, creating a maintenance burden and requiring replacement. This roof has been identified by Ohio University’s Internal Building Assessment Team and our project prioritization process as our highest and greatest Athens Campus building envelope need. This project is funded by deferred maintenance century bond bank.

- **Alden Chilled Water Tie-In** – This $1.25M project will provide tie in stubs to new campus chilled water distributions lines. This is necessitated by failing cooling equipment of both the primary and secondary chillers in Alden Library which also feed Scripps Hall and Walter International Education Center. This project is funded by energy infrastructure projects and deferred maintenance century bond bank.
June 18, 2020

Capital Projects Update

Resolution

Tab #; pg
## Facilities Projects Summary

<table>
<thead>
<tr>
<th>Phase</th>
<th>Number of Projects</th>
<th>Budget</th>
<th>Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 - Conceptual</td>
<td>13</td>
<td>$16,811,200</td>
<td>$</td>
</tr>
<tr>
<td>1 - PreDesign</td>
<td>2</td>
<td>$641,103</td>
<td>$</td>
</tr>
<tr>
<td>2 - Design</td>
<td>36</td>
<td>$102,730,419</td>
<td>$3,766,075</td>
</tr>
<tr>
<td>3 - Construction</td>
<td>44</td>
<td>$180,893,800</td>
<td>$100,007,164</td>
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<tr>
<td>4 - Closeout</td>
<td>61</td>
<td>$52,974,562</td>
<td>$45,528,147</td>
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<tr>
<td>Grand Total</td>
<td>156</td>
<td>$354,051,085</td>
<td>$149,301,386</td>
</tr>
</tbody>
</table>
## Approvals Requested

<table>
<thead>
<tr>
<th>PROJECT</th>
<th>Authorized Expenditures</th>
<th>Project Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Previously Approved</td>
<td>Current Action</td>
</tr>
<tr>
<td>Approval to Undertake Design through Construction</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ping Center Roof Replacement</td>
<td>$ 3,300,000</td>
<td>$ 3,300,000</td>
</tr>
<tr>
<td>Alden Chilled Water Tie-In</td>
<td>$ 1,250,000</td>
<td>$ 1,250,000</td>
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</tbody>
</table>
Ping Center Roof Replacement
# Ping Center Roof Replacement

<table>
<thead>
<tr>
<th>Previous Board Budget Approvals</th>
<th>Design</th>
<th>Construction</th>
<th>Authorized Expenditures</th>
<th>Approved Budget</th>
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<tbody>
<tr>
<td></td>
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<td>$</td>
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<tr>
<td>Current Board Request:</td>
<td>$495,000</td>
<td>$2,805,000</td>
<td>$3,300,000</td>
<td>$3,300,000</td>
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<tr>
<td>Sub-Totals</td>
<td>$495,000</td>
<td>$2,805,000</td>
<td>$3,300,000</td>
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</table>

**Board Actions:**

**Fund Sources**

<table>
<thead>
<tr>
<th>Century Bond Bank</th>
<th>$495,000</th>
<th>$2,805,000</th>
<th>$3,300,000</th>
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<tbody>
<tr>
<td><em>Sub-Totals</em></td>
<td>$495,000</td>
<td>$2,805,000</td>
<td>$3,300,000</td>
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</table>

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>FY20</th>
<th>FY21</th>
<th>FY22</th>
</tr>
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<tbody>
<tr>
<td>Schedule</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Activity</td>
<td>Design</td>
<td>Construction</td>
<td></td>
</tr>
</tbody>
</table>

*Estimating Accuracy*

- Current Project Status:
- Based on data from AACE Cost Estimate Classification System
Alden Chilled Water Tie-In
## Alden Chilled Water Tie-In

<table>
<thead>
<tr>
<th>Design</th>
<th>Construction</th>
<th>Authorized Expenditures</th>
<th>Approved Budget</th>
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### Previous Board Budget Approvals

<table>
<thead>
<tr>
<th>Current Board Request:</th>
<th>Design</th>
<th>Construction</th>
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<th>Approved Budget</th>
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<tbody>
<tr>
<td></td>
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### Sub-Totals

<table>
<thead>
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<th>Sub-Totals</th>
<th>Design</th>
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<th>Authorized Expenditures</th>
<th>Approved Budget</th>
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<tr>
<td></td>
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### Board Actions:

#### Fund Sources

<table>
<thead>
<tr>
<th>Fund Sources</th>
<th>FY20</th>
<th>FY21</th>
<th>FY22</th>
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</thead>
<tbody>
<tr>
<td>Century Bond Bank - EIP</td>
<td>$ 115,514</td>
<td>$ 654,577</td>
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<tr>
<td>Century Bond Bank</td>
<td>$ 71,986</td>
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### Sub-Totals

<table>
<thead>
<tr>
<th>Sub-Totals</th>
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<tr>
<td></td>
<td>$</td>
<td>$</td>
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</table>

### Fiscal Year Schedule

<table>
<thead>
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<th>FY20</th>
<th>FY21</th>
<th>FY22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Schedule</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Activity</td>
<td>Design</td>
<td>Construction</td>
<td></td>
</tr>
</tbody>
</table>

* Based on data from AACE Cost Estimate Classification System
CAPITAL PROJECTS
APPROVAL TO PROCEED WITH DESIGN AND CONSTRUCTION
RESOLUTION 2020 -

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>Capital Project Budget &amp; Authorized Expenditures</th>
<th>Current</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ping Center Roof Replacement</td>
<td>$3,300,000</td>
</tr>
<tr>
<td>Alden Chilled Water Tie-In</td>
<td>$1,250,000</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 other’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.
Interoffice Communication

Date: June 1, 2020

To: The President and Board of Trustees

From: Deborah J. Shaffer, Senior Vice President Finance & Administration, CFO and Treasurer
Robin R. Schaffer, Executive Director, Treasury Operations

Re: Treasury & Debt Update

A treasury report including updated cashflows will be provided at the August 2020 meeting when the FY21 budget is presented as outlined in this meeting’s Budget Continuation materials and resolution.
Interoffice Communication

Date: June 1, 2020

To: The President and Board of Trustees

From: Deborah J. Shaffer, Senior Vice President Finance & Administration, CFO and Treasurer
       Steve Wood, Chief Facilities Officer and Senior Associate Vice President

Re: Facility Projects Updates

The following facility project reports are included with this update:

1. The *Active Capital Project Schedules* report shows the design and construction timeline view for major projects in progress as of the meeting date.
2. The *Facility Projects Report* details active projects approved for expenditure as well as proposed projects under development (indicated as the Conceptual phase). The report is sorted by project phase, and then by completion date within phase.

A summary of active projects by phase is shown in the table below:

<table>
<thead>
<tr>
<th>Phase</th>
<th>Number of Projects</th>
<th>Budget</th>
<th>Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 - Conceptual</td>
<td>13</td>
<td>$16,811,200</td>
<td>$ -</td>
</tr>
<tr>
<td>1 - PreDesign</td>
<td>2</td>
<td>$641,103</td>
<td>$ -</td>
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<tr>
<td>2 - Design</td>
<td>36</td>
<td>$102,730,419</td>
<td>$3,766,075</td>
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<tr>
<td>3 - Construction</td>
<td>44</td>
<td>$180,893,800</td>
<td>$100,007,164</td>
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<tr>
<td>4 - Closeout</td>
<td>61</td>
<td>$52,974,562</td>
<td>$45,528,147</td>
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<tr>
<td><strong>Grand Total</strong></td>
<td><strong>156</strong></td>
<td><strong>$354,051,085</strong></td>
<td><strong>$149,301,386</strong></td>
</tr>
</tbody>
</table>

*Projects in the ‘0 - Conceptual Phase’ often do not yet have developed budget estimates and are therefore reflected as “zero” in the attached report.

Facility projects highlights since the January Board of Trustees meeting include:

- Start of construction:
  - Konneker Alumni Center Renovation
  - Richland Avenue Pedestrian Crossing
• Continued construction progress:
  o 29 Park Place and Carriage House Renovation
  o Chemistry Building
  o Chilled Water Plant 3
  o HCOM Facility

• Substantial completion:
  o Ridges 13, 14 and 18 Renovation
  o Lindley Hall Roof Replacement
  o Ridges Building 33 Roof Replacement
2020 Active Capital Project Schedules

- **PROJECT TITLE**
  - HCOM Phase I Academic Replacement Space
  - Chemistry Building
  - Clippinger Renovation Phase 2
  - Russ Research Opportunity Center
  - Chilled Water Plant 3 - Plant
  - Chilled Water Plant 3 - Utility Distribution
  - Gamertsfelder Bath/HVAC Upgrades
  - OUD Medical Education Building 2 Renovation 2020
  - Konneker Research Ridges 25 HVAC and Boiler System Upgrade 2018
  - 29 Park Place and Carriage House Renovation and ADA Improvements
  - Residential Restrooms Renovation 2018
  - Stocker Roof Replacement 2019
  - Porter and Lindley Halls Window Replacement 2019
  - University Terrace Realignment 2020
  - Chilled Water Plant 3 - Utility Distribution Phase II
  - OUL HVAC and Energy Efficiency Improvements Phase I
  - Konneker Alumni Center ADA Addition and Renovation 2018
  - James Hall Make Up Air
  - Innovation Center Infrastructure Upgrades 2019

- **BUDGET**
  - 65,000,000
  - 42,600,000
  - 33,622,000
  - 30,100,000
  - 19,507,279
  - 9,853,021
  - 7,600,000
  - 6,800,000
  - 5,000,000
  - 3,551,611
  - 3,500,000
  - 3,300,000
  - 2,899,452
  - 1,890,000
  - 1,754,700
  - 1,730,000
  - 1,732,750
  - 1,500,000
  - 1,438,323
<table>
<thead>
<tr>
<th>PROJECT TITLE</th>
<th>BUDGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Washington Hall Make Up Air &amp; Chilled Water</td>
<td>$1,400,000</td>
</tr>
<tr>
<td>HRTC Repurpose for HCOM 2019</td>
<td>$1,163,500</td>
</tr>
<tr>
<td>Herrold Hall Infrastructure and Interior Improvements</td>
<td>$1,045,543</td>
</tr>
<tr>
<td>Alden Library Air Handlers 3 and 4 Replacement 2019</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>OUC Stevenson Center Roof Replacement 2020</td>
<td>$832,659</td>
</tr>
<tr>
<td>Richland Avenue Pedestrian Crossing Sidewalk Realignment</td>
<td>$767,983</td>
</tr>
<tr>
<td>Scripps Hall Ground Floor Esports Renovation 2020</td>
<td>$650,000</td>
</tr>
<tr>
<td>OUE Health &amp; Physical Education Center Roof Replacement 2019</td>
<td>$642,600</td>
</tr>
<tr>
<td>Morton Chilled Water Connection 2019</td>
<td>$610,000</td>
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<tr>
<td>Campus Steam System Repairs 2020</td>
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</tbody>
</table>
### Funding Sources

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Current Phase</th>
<th>Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grover Center Roof Replacement 2020</td>
<td>0 - Conceptual</td>
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</tr>
<tr>
<td>Chubb Hall HVAC 2020</td>
<td>0 - Conceptual</td>
<td>$2,200,000</td>
</tr>
<tr>
<td>Bryan Hall &amp; Pipe, Make Up Air &amp; Fire Alarm 2020</td>
<td>0 - Conceptual</td>
<td>$5,500,000</td>
</tr>
<tr>
<td>Alden Chilled Water Tie-In 2020</td>
<td>0 - Conceptual</td>
<td>$1,250,000</td>
</tr>
<tr>
<td>Washington Hall Casework and Flooring Replacement 2020</td>
<td>0 - Conceptual</td>
<td>$1,800,000</td>
</tr>
<tr>
<td>Chubb Hall Window Replacement 2020</td>
<td>0 - Conceptual</td>
<td>$1,500,000</td>
</tr>
<tr>
<td>Porter Hall Elevator 2020</td>
<td>0 - Conceptual</td>
<td>$475,000</td>
</tr>
<tr>
<td>Ping Center Roof Replacement 2020</td>
<td>0 - Conceptual</td>
<td>$3,300,000</td>
</tr>
<tr>
<td>Ping Center Fire System Survey 2020</td>
<td>0 - Conceptual</td>
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<tr>
<td>Central Food Flooring Upgrade Phase II 2020</td>
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<td>Alden Library Center Stairwell Resurfacce 2020</td>
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<td>Hwa Wei Lee Storm Sewer Repair 2020</td>
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<td>HRTC Roof Replacement 2020</td>
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<td>OUE Health &amp; Physical Education Center HVAC Controls Upgrade 2019</td>
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<td>Copeland Hall Window Sill Replacement 2020</td>
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<tr>
<td>Grover Substation Electrical Study 2020</td>
<td>2 - Design</td>
<td>$30,000</td>
</tr>
<tr>
<td>Wilson College Green Moisture Remediation &amp; Repair</td>
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<td>$9,000</td>
</tr>
<tr>
<td>Alden Library Air Pressure Repair 2019</td>
<td>2 - Design</td>
<td>$5,000</td>
</tr>
<tr>
<td>Porter Hall 338 Additional Offices 2019</td>
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<td>$60,000</td>
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<tr>
<td>Outdoor Museum Exterior Signage 2019</td>
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<td>$35,000</td>
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<td>Haring Hall Electronic Access Conversion 2019</td>
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<td>OUZ Roadway and Parking Improvements Phase II 2019</td>
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<td>Peden 1st Floor Hallway and Lobbies Refresh 2020</td>
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<td>Multi-Phase Technology Corrosion Center Room Modification 2020</td>
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<td>Grover Center W248 &amp; W250 Wall Removal 2020</td>
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<td>Copeland, Porter and Life Science Energy Savings Improvements 2018</td>
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<td>James Hall Make Up Air</td>
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<td>OUZ Elson Hall Masonry Repairs 2020</td>
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<td>Ridges Circle Roadway Repair 2020</td>
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<tr>
<td>OUZ Health &amp; Physical Education Center Roof Replacement 2019</td>
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<td>RHE System Security Improvements 2020</td>
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<td>Alden Library Air Handlers 3 and 4 Replacement 2019</td>
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</tr>
<tr>
<td>Stocker Roof Replacement 2019</td>
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</tr>
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<td>OUZ Stevenson Center Roof Replacement 2020</td>
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</tr>
<tr>
<td>OUL HVAC and Energy Efficiency Improvements Phase I</td>
<td>2 - Design</td>
<td>$1,730,000</td>
</tr>
</tbody>
</table>

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### Phase Definitions:

A project is in the Conceptual Phase until the scope, schedule, budget and funding are determined. Then PreDesign occurs until the architect/engineer is under contract. Design occurs until the contract is issued for Construction, and upon Substantial Completion the Closeout phase begins. This phase continues until the appropriate documents are archived and the project is closed financially.
<table>
<thead>
<tr>
<th>Project Name</th>
<th>Project Manager</th>
<th>Current Phase</th>
<th>Expenditures</th>
<th>Schedule</th>
</tr>
</thead>
<tbody>
<tr>
<td>OUC Bennett Hall and Stevenson Center Exterior Repairs/Improvements 2020</td>
<td>Stephanie Ruth</td>
<td>2 - Design</td>
<td>$498,000</td>
<td>9/4/2019 (2/9/2021)</td>
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<tr>
<td>OUE Medical Library Buildings 2 Renovation 2020</td>
<td>Tony Bertino</td>
<td>X</td>
<td>$498,000</td>
<td>1/27/2021</td>
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<td>Konneker Research Ridge 25 HVAC and Boiler System Upgrade 2018</td>
<td>Danny Counts</td>
<td>2 - Design</td>
<td>$5,000,000</td>
<td>2/12/2018 (5/11/2021)</td>
</tr>
<tr>
<td>Gamertsfelder Bath/HVAC Upgrades</td>
<td>Tony Bertino</td>
<td>X</td>
<td>$5,000,000</td>
<td>11/20/2017 (9/10/2021)</td>
</tr>
<tr>
<td>Porter and Lindley Halls Window Replacement 2019</td>
<td>Tony Bertino</td>
<td>2 - Design</td>
<td>$2,899,452</td>
<td>10/26/2021</td>
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<td>Tony Bertino</td>
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<td>$33,622,000</td>
<td>4/21/2022</td>
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<tr>
<td>Russ Research Opportunity Center</td>
<td>Gem Stone</td>
<td>2 - Design</td>
<td>$30,100,000</td>
<td>10/22/2021 (5/21/2022)</td>
</tr>
<tr>
<td>Gamertsfelder Bath/HVAC Upgrades</td>
<td>Garrett Karr</td>
<td>X</td>
<td>$7,600,000</td>
<td>3/20/2017 (9/10/2021)</td>
</tr>
<tr>
<td>Porter and Lindley Halls Window Replacement 2019</td>
<td>Tony Bertino</td>
<td>2 - Design</td>
<td>$87,202</td>
<td>9/26/2020 (1/10/2020)</td>
</tr>
<tr>
<td>Clippinger Renovation Phase 2</td>
<td>Tony Bertino</td>
<td>2 - Design</td>
<td>$850,000</td>
<td>11/19/2018 (1/20/2020)</td>
</tr>
<tr>
<td>Bicentennial Park Improvements 2018</td>
<td>Gem Stone</td>
<td>3 - Construction</td>
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<td>2/12/2018 (12/14/2018)</td>
</tr>
<tr>
<td>OUL Brasee Gallery/Faculty Offices</td>
<td>Stephanie Ruth</td>
<td>3 - Construction</td>
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<td>1/24/2018 (4/15/2019)</td>
</tr>
<tr>
<td>35 &amp; 29 Park Place and Carriage House Transformer Replacement 2019</td>
<td>Gem Stone</td>
<td>3 - Construction</td>
<td>$92,000</td>
<td>8/20/2019 (8/20/2019)</td>
</tr>
<tr>
<td>Copeland Hall O22 Remodel 2019</td>
<td>Stephanie Ruth</td>
<td>X</td>
<td>$9,350</td>
<td>12/30/2019 (1/13/2020)</td>
</tr>
<tr>
<td>Lindley Hall Roof Replacement</td>
<td>Tony Bertino</td>
<td>3 - Construction</td>
<td>$1,407,265</td>
<td>6/2/2019 (3/1/2020)</td>
</tr>
<tr>
<td>Ridges Building 33 Roof Replacement</td>
<td>Tony Bertino</td>
<td>X</td>
<td>$925,000</td>
<td>2/7/2018 (1/20/2020)</td>
</tr>
<tr>
<td>OUS Student Resource Commons Improvements 2019</td>
<td>Stephanie Ruth</td>
<td>3 - Construction</td>
<td>$87,202</td>
<td>6/26/2019 (1/10/2020)</td>
</tr>
<tr>
<td>Ridges Building 37 Improvements - Roof Repair 2018</td>
<td>Tony Bertino</td>
<td>3 - Construction</td>
<td>$850,000</td>
<td>11/19/2018 (1/20/2020)</td>
</tr>
<tr>
<td>Kantner Hall Structural Masonry Work</td>
<td>Tony Bertino</td>
<td>X</td>
<td>$1,785,821</td>
<td>5/29/2020 (1/20/2021)</td>
</tr>
<tr>
<td>Christopher Davis Historical Marker Installation 2020</td>
<td>Tamra Ansel</td>
<td>3 - Construction</td>
<td>$7,500</td>
<td>12/19/2019 (3/23/2020)</td>
</tr>
<tr>
<td>Ridges Parking Lot, Site Improvements and Building 20 Demolition</td>
<td>Tony Bertino</td>
<td>3 - Construction</td>
<td>$1,848,330</td>
<td>4/4/2018 (3/24/2020)</td>
</tr>
<tr>
<td>Ridges 13, 14 and 18 Renovation</td>
<td>Tony Bertino</td>
<td>X</td>
<td>$14,204,072</td>
<td>2/28/2018 (3/25/2020)</td>
</tr>
<tr>
<td>Campus Fire Safety Monitoring 2020</td>
<td>Tony Bertino</td>
<td>X</td>
<td>$9,600</td>
<td>6/19/2019 (3/30/2020)</td>
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<tr>
<td>Lin Hall 211 Renovation 2020</td>
<td>Stephanie Ruth</td>
<td>3 - Construction</td>
<td>$64,000</td>
<td>9/12/2019 (5/25/2020)</td>
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<tr>
<td>Ridges 3.3 and 4 Electrical Feed 2019</td>
<td>Brody Bauers</td>
<td>X</td>
<td>$51,300</td>
<td>6/19/2020 (6/1/2020)</td>
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<td>Baker Center 330B Additional Office 2020</td>
<td>Stephanie Ruth</td>
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<td>$13,587</td>
<td>4/12/2020 (6/1/2020)</td>
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<td>Konneker Alumni Center ADA Addition and Renovation 2018</td>
<td>Gem Stone</td>
<td>3 - Construction</td>
<td>$1,712,750</td>
<td>3/30/2018 (6/16/2020)</td>
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<td>Schoonover Center Green Roof</td>
<td>Brody Bauers</td>
<td>3 - Construction</td>
<td>$150,000</td>
<td>6/29/2019 (6/24/2020)</td>
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<tr>
<td>OUL Pickerington Center Buildings 1 and 2 Roof Replacement 2018</td>
<td>Stephanie Ruth</td>
<td>X</td>
<td>$150,000</td>
<td>9/29/2019 (7/10/2020)</td>
</tr>
<tr>
<td>Main Substation Relay Replacement 2019</td>
<td>Danny Counts</td>
<td>X</td>
<td>$150,000</td>
<td>3/11/2019 (7/29/2020)</td>
</tr>
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<td>29 Park Place and Carriage House Renovation and ADA Improvements</td>
<td>Gem Stone</td>
<td>3 - Construction</td>
<td>$3,551,611</td>
<td>5/30/2018 (8/7/2020)</td>
</tr>
<tr>
<td>Convocation Center 3rd Floor Residential Restrooms Renovation 2018</td>
<td>Garrett Karr</td>
<td>X</td>
<td>$3,500,000</td>
<td>3/1/2019 (8/10/2020)</td>
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<td>Campus Stream Repairs 2020</td>
<td>Brody Bauers</td>
<td>X</td>
<td>$603,875</td>
<td>6/7/2019 (8/11/2020)</td>
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<td>OUS Parking Lot and Site Improvements 2019</td>
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<td>10/17/2019 (8/17/2020)</td>
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<td>Chemistry Building</td>
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<td>$42,600,000</td>
<td>6/11/2020 (8/21/2020)</td>
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<td>Morton Chilled Water Connection 2019</td>
<td>Tony Bertino</td>
<td>3 - Construction</td>
<td>$150,000</td>
<td>7/28/2019 (8/31/2020)</td>
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<td>Chilled Water Plant 3 - Utility Distribution Phase II</td>
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<td>8/31/2020 (8/31/2020)</td>
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<td>OU Shannon Hall Nursing Program Renovation 2020</td>
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<td>7/1/2020 (8/31/2020)</td>
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<td>Richland Avenue Pedestrian Crossing Sidewalk Realignment</td>
<td>Tamra Ansel</td>
<td>3 - Construction</td>
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<td>Chilled Water Plant 3 - Plant</td>
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<td>Schedule</td>
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<td>HRTC Report for HCOM 2018</td>
<td>Danny Counts</td>
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<td>HRTC Repurpose for HCOM 2019</td>
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<td>Danny Counts</td>
<td>3 - Construction</td>
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<td>9/10/2019</td>
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<td>Fault Locators &amp; Distribution Re-Fusing</td>
<td>Danny Counts</td>
<td>3 - Construction</td>
<td>X</td>
<td>9/2/2018</td>
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<td>Washington Hall Make Up Air &amp; Chilled Water</td>
<td>Brody Bauers</td>
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<td>$1,400,000</td>
<td>1/18/2021</td>
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<td>Sock Academic Center</td>
<td>Jon Cozad</td>
<td>4 - Closeout</td>
<td>$7,097,650</td>
<td>6/7/2016</td>
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<tr>
<td>Tiffin Hall Bathroom Upgrades</td>
<td>Garrett Karr</td>
<td>4 - Closeout</td>
<td>$2,192,000</td>
<td>8/11/2017</td>
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<tr>
<td>Ping Center Settlement</td>
<td>Garrett Karr</td>
<td>4 - Closeout</td>
<td>$1,399,935</td>
<td>3/7/2018</td>
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<td>Copeland Hall Roof Replacement</td>
<td>Brent Buckley</td>
<td>4 - Closeout</td>
<td>$1,087,200</td>
<td>6/15/2018</td>
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<td>OUZ Herrold Hall Nursing</td>
<td>Danny Counts</td>
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<td>$1,996,514</td>
<td>12/5/2016</td>
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<td>Adams Hall Watering Piping</td>
<td>Jon Cozad</td>
<td>4 - Closeout</td>
<td>500,000</td>
<td>8/20/2018</td>
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<td>Convocation Center Videoboard Installation</td>
<td>Jon Cozad</td>
<td>4 - Closeout</td>
<td>$1,979,705</td>
<td>5/22/2018</td>
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<td>Lausche Switchyard Storm Sewer Remediation</td>
<td>Danny Counts</td>
<td>4 - Closeout</td>
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<td>9/17/2018</td>
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<td>Botanical Research Greenehouse Upgrade</td>
<td>Garrett Karr</td>
<td>4 - Closeout</td>
<td>$401,940</td>
<td>5/1/2018</td>
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<td>C-Suite (Student Innovation Hub)</td>
<td>Gem Stone</td>
<td>4 - Closeout</td>
<td>X</td>
<td>11/21/2018</td>
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<tr>
<td>Elson Hall Site Improvements</td>
<td>Danny Counts</td>
<td>4 - Closeout</td>
<td>$125,000</td>
<td>6/26/2018</td>
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<td>Lausche Plant Compressed Air Replacement 2018</td>
<td>Brody Bauers</td>
<td>4 - Closeout</td>
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<td>Garrett Karr</td>
<td>4 - Closeout</td>
<td>$325,284</td>
<td>3/15/2017</td>
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<tr>
<td>Ping Center Cardio/Weight Room Flooring Upgrade</td>
<td>Stephanie Ruth</td>
<td>4 - Closeout</td>
<td>X</td>
<td>7/26/2017</td>
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<tr>
<td>Ridges Building 32 Reverse Osmosis System Installation</td>
<td>Brody Bauers</td>
<td>4 - Closeout</td>
<td>X</td>
<td>9/4/2018</td>
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<tr>
<td>Hwa Wei Lee Roof/Exterior Upgrade</td>
<td>Tony Bertino</td>
<td>4 - Closeout</td>
<td>$1,079,250</td>
<td>5/31/2019</td>
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<td>Memorial Auditorium Limestone Repair and Roof Study 2019</td>
<td>Tony Bertino</td>
<td>4 - Closeout</td>
<td>X</td>
<td>5/31/2019</td>
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<tr>
<td>Washington Water/Bathroom Upgrades</td>
<td>Garrett Karr</td>
<td>4 - Closeout</td>
<td>$5,700,000</td>
<td>6/5/2019</td>
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<td>Aquatic Center Sun Deck Roof Replacement</td>
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<td>4 - Closeout</td>
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<td>Memorial Auditorium ADA Ramp Lighting Installation 2019</td>
<td>Tony Bertino</td>
<td>4 - Closeout</td>
<td>$25,000</td>
<td>8/3/2019</td>
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<td>Shannon Hall Loading Dock &amp; Exterior Stairs Replacement</td>
<td>Danny Counts</td>
<td>4 - Closeout</td>
<td>$50,313</td>
<td>6/10/2019</td>
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<td>Seigfried Hall Exterior Lighting Improvements 2019</td>
<td>Tony Bertino</td>
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<td>6/11/2018</td>
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<td>Ridges Building 33 Heating Plant Roof Repair 2019</td>
<td>Tony Bertino</td>
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<td>$17,500</td>
<td>2/19/2019</td>
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<td>Back South Exterior Masonry Study 2018</td>
<td>Tony Bertino</td>
<td>4 - Closeout</td>
<td>$112,704</td>
<td>8/2/2019</td>
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<td>Eastern Campus Entry Signs Replacement 2018</td>
<td>Danny Counts</td>
<td>4 - Closeout</td>
<td>$22,530</td>
<td>8/8/2018</td>
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<tr>
<td>Ryors Hall Lobby Renovation 2019</td>
<td>Garrett Karr</td>
<td>4 - Closeout</td>
<td>$809,000</td>
<td>8/9/2019</td>
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<tr>
<td>Treadley Hall Pedestrian Bridge Repair 2019</td>
<td>Brody Bauers</td>
<td>4 - Closeout</td>
<td>$112,000</td>
<td>8/15/2019</td>
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<tr>
<td>Radio TV Communications Building Fall Prevention Equipment Installation 2019</td>
<td>Tony Bertino</td>
<td>4 - Closeout</td>
<td>$14,000</td>
<td>8/15/2019</td>
</tr>
<tr>
<td>Bush Airport Taxiway Rehabilitation</td>
<td>Garrett Karr</td>
<td>4 - Closeout</td>
<td>$1,911,450</td>
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<td>Bromley Infrastructure Improvements</td>
<td>Danny Counts</td>
<td>4 - Closeout</td>
<td>$5,760,000</td>
<td>8/19/2019</td>
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<td>OUZ Academic Success Center Stevenson Renovation</td>
<td>Stephanie Ruth</td>
<td>4 - Closeout</td>
<td>$2,908,865</td>
<td>8/11/2019</td>
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<tr>
<td>Sargent Hall HVAC Upgrades 2019</td>
<td>Garrett Karr</td>
<td>4 - Closeout</td>
<td>$1,100,000</td>
<td>9/3/2019</td>
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<tr>
<td>Bentley Annex &amp; 31 S. Court Mailbox Installation 2019</td>
<td>Brody Bauers</td>
<td>4 - Closeout</td>
<td>$1,439</td>
<td>9/13/2019</td>
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<td>Convocation Center Concrete Repair 2018</td>
<td>Brody Bauers</td>
<td>4 - Closeout</td>
<td>$600,000</td>
<td>10/1/2019</td>
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<tr>
<td>Brown House and Edgell Hill Maintenance Demolition</td>
<td>Tony Bertino</td>
<td>4 - Closeout</td>
<td>$815,000</td>
<td>10/1/2019</td>
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<tr>
<td>South Beach Basketball Court Overlay 2019</td>
<td>Brody Bauers</td>
<td>4 - Closeout</td>
<td>$80,000</td>
<td>10/6/2019</td>
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<td>Campus Steam System Repairs 2019</td>
<td>Brody Bauers</td>
<td>4 - Closeout</td>
<td>$1,500,000</td>
<td>10/15/2019</td>
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<tr>
<td>Ridges Building 32 Roof Replacement</td>
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<td>4 - Closeout</td>
<td>$99,950</td>
<td>10/22/2019</td>
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<tr>
<td>Project Name</td>
<td>Project Manager</td>
<td>Current Phase</td>
<td>Expenditures</td>
<td>Funding Sources</td>
</tr>
<tr>
<td>--------------------------------------------------</td>
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<td>----------------</td>
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<tr>
<td>Emeriti Park Kiosk</td>
<td>Gem Stone</td>
<td>4 - Closeout</td>
<td>X $ 59,000</td>
<td>Internal Bank</td>
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<td>Chubb/Sing Tao Roofs</td>
<td>Brody Bauers</td>
<td>4 - Closeout</td>
<td>X $ 285,546</td>
<td>Central University</td>
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<tr>
<td>Carin Strength Center Renovation 2019</td>
<td>Gem Stone</td>
<td>4 - Closeout</td>
<td>X $ 159,000</td>
<td>State Capital</td>
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<td>Elson Roadway &amp; Parking Improvements Phase I</td>
<td>Danny Counts</td>
<td>4 - Closeout</td>
<td>X $ 199,984</td>
<td>Departmental</td>
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<td>West Green CW Pump System Repairs</td>
<td>Brody Bauers</td>
<td>4 - Closeout</td>
<td>X $ 1,399,600</td>
<td>State Capital</td>
</tr>
<tr>
<td>HCOM Utilities Phase I - EIP/HCOM</td>
<td>Jon Cozad</td>
<td>4 - Closeout</td>
<td>X $ 935,000</td>
<td>External Funding</td>
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<td>Ridges Circle Roadway Repair 2018</td>
<td>Candace Vlasak</td>
<td>4 - Closeout</td>
<td>X $ 600,000</td>
<td>Emergency</td>
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<td>Convocation Center N207 Sales Area Development 2019</td>
<td>Stephanie Ruth</td>
<td>4 - Closeout</td>
<td>X $ 46,230</td>
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<td>Convocation Center Hand Dryers Replacement 2019</td>
<td>Brody Bauers</td>
<td>4 - Closeout</td>
<td>X $ 9,119</td>
<td>State Capital</td>
</tr>
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<td>OUU Littick Hall HVAC Improvements</td>
<td>Danny Counts</td>
<td>4 - Closeout</td>
<td>X $ 200,000</td>
<td>Departmental</td>
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<td>Baker Center Ballroom Electrical Upgrades 2019</td>
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<td>4 - Closeout</td>
<td>X $ 11,042</td>
<td>Central University</td>
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<td>Ping Center 209 &amp; 217 Electrical Outlets 2019</td>
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<td>4 - Closeout</td>
<td>X $ 14,500</td>
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<td>University Garage Heating System Conversion 2020</td>
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<td>$ 481,800</td>
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<td>OUU Brasee Hall Carpet Replacement 2020</td>
<td>Stephanie Ruth</td>
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<td>X $ 74,795</td>
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<td>4 - Closeout</td>
<td>X $ 6,242</td>
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<td>X $ 1,500,000</td>
<td>$ 1,500,000</td>
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<td>Hwa Wei Lee Masonry Review 2020</td>
<td>Tony Bertino</td>
<td>4 - Closeout</td>
<td>X $ 4,000</td>
<td>State Capital</td>
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Interoffice Communication

Date:       June 1, 2020

To:         The President and Board of Trustees

From:       Deborah J. Shaffer, Senior Vice President Finance & Administration, CFO and Treasurer
            Julie Allison, Associate Vice President of Finance and Controller

Re:         Financial Update

Please find attached for your review the following information regarding our financial results:

Forecasted FY20 information:
  - Exhibit A - FY20 Financial Forecast - Narrative Analysis
  - Exhibit B - FY20 Income Statement - Narrative Analysis
  - Exhibit C - FY20 Balance Sheet - Narrative Analysis
  - Exhibit D - Investment Income - Summary
  - Exhibit B1 - FY20 Income Statement Forecast
  - Exhibit C1 - FY20 Balance Sheet Forecast
  - Exhibit D1 - Investment Return Forecast
  - Exhibit E – FY20 Strategic Opportunity Reserve Forecast
  - Exhibit F – FY20 Senate Bill 6
  - Financial Update Glossary

Key sections of this forecast include:
  - State Appropriations - 3.8% mid-year cut to the SSI due to COVID-19
  - Net Undergraduate Tuition & Educational Fees – Declining enrollment forecasts
  - Room & Board – Unfavorable $19.2M variance due to COVID-19 related housing closures
  - Grants and Contracts – Institutional Support CARES Act funding of $4.9M
Exhibit A – FY20 Financial Forecast

The following summaries present the Forecasted results for FY20 as compared to the Board-approved budget for FY20. Variances are presented as Favorable or (Unfavorable) to Budget, based upon their impact to our bottom line.

**Table 1 - Significant Items – As Compared to Budget (in millions)**

<table>
<thead>
<tr>
<th>Budget Impact</th>
<th>Item</th>
<th>Budget</th>
<th>Forecast</th>
<th>Variance Fav (Unfav)</th>
<th>Section</th>
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<td>State Appropriations</td>
<td>$175.5</td>
<td>$175.5</td>
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<td>Exhibit B1– FY20 Income Statement Forecast: Operating Units Revenue</td>
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<td></td>
<td>Net UG Tuition &amp; Fees</td>
<td>$224.9</td>
<td>$210.4</td>
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<td>Net Graduate Tuition &amp; Fees</td>
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<td>$95.8</td>
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<td></td>
<td>Investment Income – GAAP Adjusted:</td>
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<td>Exhibit D1 – Investment Income</td>
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<td>- Working Cap Pool</td>
<td>$14.4</td>
<td>$0.3</td>
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<td>- Endowment Pool</td>
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<td>- Century Bond Pool</td>
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<td>$(1.2)</td>
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<td>Total Salaries</td>
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<td>$361</td>
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<td>Exhibit B1– FY20 Income Statement Forecast: Operating Units Expenditures</td>
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<td>Total Benefits</td>
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<td>$125</td>
<td>$(2)</td>
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<td></td>
<td>Strategic Opportunity Reserve</td>
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<td>Exhibit E – SOR</td>
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<td></td>
<td>- Contributions</td>
<td>$13.6</td>
<td>$11.7</td>
<td>$(1.9)</td>
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<td></td>
<td>- Use of Funds</td>
<td>$12</td>
<td>$19.9</td>
<td>$(7.9)</td>
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<td></td>
<td>Net Results of Operations</td>
<td>$(26.2)</td>
<td>$(50)</td>
<td>$(23.8)</td>
<td>Exhibit B1– FY20 Income Statement Forecast: Operating Units Net Results</td>
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<td>GAAP Adjusted Net Results</td>
<td>$63.7</td>
<td>$(44)</td>
<td>$(107.7)</td>
<td>Exhibit B1– FY20 Income Statement Forecast: GAAP Adjusted Totals</td>
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### Table 2 - Summary of Operating Results (Detailed analysis in Exhibit B)

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<thead>
<tr>
<th>#</th>
<th>Line Item</th>
<th>FY20 Budget</th>
<th>FY20 Forecast</th>
<th>Variance Favorable/Unfavorable</th>
<th>GAAP Adjusted Totals (in millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>State Appropriations</td>
<td>175.5</td>
<td>175.5</td>
<td>-</td>
<td>201.1</td>
</tr>
<tr>
<td>4</td>
<td>Net Undergraduate Tuition &amp; Fees</td>
<td>224.9</td>
<td>210.4</td>
<td>(14.5)</td>
<td>224.9</td>
</tr>
<tr>
<td>7</td>
<td>Net Graduate Tuition &amp; Fees</td>
<td>100.9</td>
<td>95.8</td>
<td>(5.1)</td>
<td>100.9</td>
</tr>
<tr>
<td>8</td>
<td>Room and Board</td>
<td>87.7</td>
<td>67.3</td>
<td>(20.4)</td>
<td>87.7</td>
</tr>
<tr>
<td>9</td>
<td>Grants &amp; Contracts</td>
<td>45.4</td>
<td>51.5</td>
<td>6.1</td>
<td>54.0</td>
</tr>
<tr>
<td>10</td>
<td>Facilities &amp; Admin Cost Recovery</td>
<td>6.8</td>
<td>6.9</td>
<td>0.1</td>
<td>6.8</td>
</tr>
<tr>
<td>11-12</td>
<td>Gifts &amp; Endowment Distributions</td>
<td>42.9</td>
<td>40.5</td>
<td>(2.4)</td>
<td>25.0</td>
</tr>
<tr>
<td>13</td>
<td>Investment Income</td>
<td>6.2</td>
<td>3.7</td>
<td>(2.5)</td>
<td>65.8</td>
</tr>
<tr>
<td>14</td>
<td>Internal &amp; External Sales</td>
<td>68.5</td>
<td>61.4</td>
<td>(7.1)</td>
<td>75.6</td>
</tr>
<tr>
<td>17</td>
<td>Total Revenue &amp; Revenue Allocations</td>
<td>758.8</td>
<td>713.0</td>
<td>(45.8)</td>
<td>841.9</td>
</tr>
<tr>
<td>19</td>
<td>Total Salaries, Wages &amp; Other Payroll</td>
<td>366.4</td>
<td>361.0</td>
<td>5.4</td>
<td>368.3</td>
</tr>
<tr>
<td>20</td>
<td>Total Benefits</td>
<td>123.0</td>
<td>125.0</td>
<td>2.0</td>
<td>123.0</td>
</tr>
<tr>
<td>21</td>
<td>Supplies, Services &amp; Capital Costs</td>
<td>199.7</td>
<td>179.0</td>
<td>20.7</td>
<td>200.1</td>
</tr>
<tr>
<td>22-24</td>
<td>Debt Service</td>
<td>68.1</td>
<td>68.9</td>
<td>(0.8)</td>
<td>28.1</td>
</tr>
<tr>
<td>25</td>
<td>Depreciation</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>58.8</td>
</tr>
<tr>
<td>26</td>
<td>Total Direct Expenses</td>
<td>757.3</td>
<td>733.9</td>
<td>23.4</td>
<td>778.3</td>
</tr>
<tr>
<td>30</td>
<td>Results of Operations</td>
<td>1.6</td>
<td>(20.9)</td>
<td>(22.5)</td>
<td>63.7</td>
</tr>
<tr>
<td>31</td>
<td>Transfer To (From) Plant Fund</td>
<td>27.5</td>
<td>21.8</td>
<td>5.7</td>
<td>-</td>
</tr>
<tr>
<td>32</td>
<td>Transfer To (From) Quasi Endowments</td>
<td>0.3</td>
<td>7.3</td>
<td>(7.0)</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>Net Results</td>
<td>(26.2)</td>
<td>(50.0)</td>
<td>(23.8)</td>
<td>63.7</td>
</tr>
</tbody>
</table>

### Table 3 - Net Results by Operating Unit (Detailed analysis in Exhibit B)

<table>
<thead>
<tr>
<th>Net Results by Operating Unit</th>
<th>FY20 Budget</th>
<th>FY20 Forecast</th>
<th>Variance Favorable/Unfavorable</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Athens Colleges &amp; Schools</td>
<td>(29.8)</td>
<td>(23.1)</td>
<td>6.7</td>
<td>-</td>
</tr>
<tr>
<td>Regional Campuses</td>
<td>0.5</td>
<td>(2.2)</td>
<td>(2.6)</td>
<td>-</td>
</tr>
<tr>
<td>Auxiliaries</td>
<td>(3.6)</td>
<td>(15.3)</td>
<td>(11.7)</td>
<td>-</td>
</tr>
<tr>
<td>Central &amp; Admin Operations</td>
<td>6.8</td>
<td>0.2</td>
<td>(6.6)</td>
<td>-</td>
</tr>
<tr>
<td>Reserves</td>
<td>-</td>
<td>(11.1)</td>
<td>(11.1)</td>
<td>-</td>
</tr>
<tr>
<td>Central Adjustments</td>
<td>-</td>
<td>1.5</td>
<td>1.5</td>
<td>-</td>
</tr>
<tr>
<td>Net Results</td>
<td>(26.2)</td>
<td>(50.0)</td>
<td>(23.8)</td>
<td>-</td>
</tr>
</tbody>
</table>
Narrative Analysis

- Following are the consolidated financial results for the University. The supporting narrative explains variances from the budget approved by the Board in June 2019. Additional descriptions for report columns and revenue and expense line items can be found in the attached Glossary.

Exhibit B – FY20 Income Statement (See Exhibit B1 for full FY20 Income Statement)

Operating Units (Athens Colleges & Schools, Regional Campuses, Auxiliaries, Central & Administrative Operations, Reserves, & Central Adjustments)

REVENUES

Table 4 - State Appropriations

<table>
<thead>
<tr>
<th>#</th>
<th>Line Item</th>
<th>FY19 Actual</th>
<th>FY20</th>
<th>Variance Fav(Unfav)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>State Appropriations</td>
<td>172.1</td>
<td>175.5</td>
<td>175.5</td>
</tr>
</tbody>
</table>

State Appropriations

- **SSI**: While the final FY20-21 state operating budget authorized a 2% increase (1% more than budgeted) in the FY20 State Share of Instruction (SSI), in May 2020 the Chancellor of the Ohio Department of Higher Education announced a 3.8% mid-year cut to the SSI in response to declining state tax revenues associated with COVID-19. This resulted in the institution absorbing $6.7M in reduced SSI funding between May and June of 2020.

- **Line-items**: As noted in the August BOT update, the FY20-21 biennial operating budget included significant investments from the State of Ohio in programs unique to Ohio University. In total, the final FY20 state line item appropriations provided the institution with an additional $3M in restricted state program support. The state of Ohio’s May 2020 announcement of mid-year cuts also included an additional reduction in state line item support totaling $0.3M.
Table 5 - Net Undergraduate Tuition & Educational Fees

Net Undergraduate Tuition & Educational Fees

- Athens fall 2019 freshman enrollments of 3,671 were 309 fewer than the prior fall; and represent 109 fewer enrollments than budgeted primarily resulting from 81 fewer non-resident students. In addition to a declining freshman cohort, Athens is challenged by declining transfer students (93 fewer than fall 2018 and 113 fewer than budgeted) and summer credit hour production. The net impact of fall, spring, and projected 2020 summer enrollments has created an unfavorable variance of roughly $7M of gross tuition revenue.

- Athens UG Financial Aid is forecasted as a $2.1M unfavorable variance to budget. The increase in student financial aid is driven primarily by a 30% summer scholarship initiative that provides financial assistance to UG students impacted by COVID-19 and supports student success initiatives by keeping UG students engaged in summer coursework.

- Regionals net tuition is forecasted to be $1.9M unfavorable to budget, driven by the continued decline in enrollments and increasing CCP student enrollments that increase UG financial aid.

- UG OHIO Online program revenue is forecasted by academic units as an unfavorable $2.9M variance as compared to budget. The decline in UG online program revenue is primarily driven by Health Sciences RN to BSN program.

Table 6 - Net Graduate Tuition & Educational Fees

Net Graduate Tuition & Educational Fees

- Net Graduate Tuition & Educational Fees was budgeted to grow by $7.9M in FY20, an 8.5% increase from the prior year actuals. The key drivers of the budget increase were the Heritage College of Osteopathic Medicine tuition revenue ($2.3M), as well as expanded online program offerings through the Athens Colleges ($5.6M).

- Gross Graduate Tuition is forecasted to be $5.1M unfavorable to budget, driven primarily by lower-than-anticipated growth in new online and professional programs within Athens Colleges.
### Table 7 - Room & Board

<table>
<thead>
<tr>
<th>#</th>
<th>Line Item</th>
<th>FY19 Actual</th>
<th>FY20 Budget</th>
<th>FY20 Forecast</th>
<th>Variance (Fav-Unfav)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Spring Students in Residence Halls</td>
<td>6,847</td>
<td>6,599</td>
<td>6,431</td>
<td>(168)</td>
</tr>
<tr>
<td></td>
<td>Room</td>
<td>52.3</td>
<td>50.2</td>
<td>40.1</td>
<td>(10.1)</td>
</tr>
<tr>
<td></td>
<td>Board</td>
<td>38.6</td>
<td>37.5</td>
<td>28.4</td>
<td>(9.1)</td>
</tr>
<tr>
<td>8</td>
<td>Total Room &amp; Board</td>
<td>90.9</td>
<td>87.7</td>
<td>68.5</td>
<td>(19.2)</td>
</tr>
</tbody>
</table>

**Room**
- The $10.1M unfavorable variance in Room revenues is due to $10.5M unfavorable variance for students’ Spring and Summer lodging due to COVID-19 related housing closures, offset by a positive $0.4M variance from the actual number of residents at Spring 5th week.
- Total Board (Culinary Services) revenues are forecast to be $9.1 unfavorable to budget due to COVID-19 related closures. Favorable offsets to Cost of Goods Sold are detailed below.

### Table 8 - Other Revenue Categories

<table>
<thead>
<tr>
<th>#</th>
<th>Line Item</th>
<th>FY19 Actual</th>
<th>FY20 Budget</th>
<th>FY20 Forecast</th>
<th>Variance (Fav-Unfav)</th>
</tr>
</thead>
<tbody>
<tr>
<td>9</td>
<td>Grants &amp; Contracts</td>
<td>41.3</td>
<td>45.4</td>
<td>51.5</td>
<td>6.1</td>
</tr>
<tr>
<td>10</td>
<td>Facilities &amp; Admin Cost Recovery</td>
<td>8.0</td>
<td>6.8</td>
<td>6.9</td>
<td>0.1</td>
</tr>
<tr>
<td>11</td>
<td>Endowment Distributions</td>
<td>28.9</td>
<td>29.1</td>
<td>29.1</td>
<td>-</td>
</tr>
<tr>
<td>12</td>
<td>Gifts &amp; Contributions</td>
<td>8.9</td>
<td>13.8</td>
<td>11.4</td>
<td>(2.4)</td>
</tr>
<tr>
<td>13</td>
<td>Investment Income</td>
<td>5.6</td>
<td>6.2</td>
<td>3.7</td>
<td>(2.5)</td>
</tr>
<tr>
<td>14</td>
<td>Internal &amp; External Sales</td>
<td>83.4</td>
<td>68.5</td>
<td>61.4</td>
<td>(7.1)</td>
</tr>
</tbody>
</table>

**Grants and Contracts**
- The FY20 planning unit forecast is $2.1M favorable to budget due to additional anticipated federal and private funding.
- The Coronavirus Aid, Relief, and Economic Security (CARES) Act granted funds to institutions through the Higher Education Emergency Relief Fund (HEERF). Ohio University was awarded $9.7M in Student Financial Aid funds and a matching $9.7M in Institutional Support funds. It is expected that $4.9M in Student Financial Aid funds will be distributed to students by 6/30/20. Therefore we have included the matching revenue of $4.9M in Institutional Support funds as Grants & Contracts revenue. When the remaining student financial aid funds are distributed in FY21, we will then recognize the remainder of the Institutional Support funds as revenue, even though expenditures related to those funds took place in FY20.

**Facilities and Administrative (F&A) Cost Recovery**
- The FY20 planning unit forecast is $1.4M favorable to budget based on the additional anticipated federal and private funding mentioned above.
- Based on the central Grants Accounting Office forecast the variance is only anticipated to be $0.1M favorable to budget. There is additional private funding anticipated in FY20 that receives less F&A costs. Prior year F&A costs were higher due to receiving more funding from sources that allow the full F&A cost rate.
Endowment Distributions
- Endowment distributions are forecast at the budgeted amount of $29.1M.
- Endowment Distributions represent the income brought into operations derived from the endowment spending policy. The current spending policy is 6%, inclusive of the 2% administrative fee. Endowment distributions are calculated on the 36-month trailing average ending the December prior to the budget year, and new gifts are not eligible for distribution unless they are received by this date. Consequently, actuals should consistently equal budget unless there is Board approval for additional spending.
- The annual distribution was made available in July 2019 at the budgeted amount, and additional endowment distributions are not expected during the remainder of the fiscal year.

Gifts & Contributions
- Advancement expects that current-use gifts will reach $11.4M, lagging the budget by $2.4M, but exceeding FY19 actuals by $2.5M.
- The favorable $3.4M Central Adjustment is based on Advancement gift projections exceeding the operating units’ gift forecasts. FY20 expendable gift revenue as forecast by operating units is $8M, or $5.8M unfavorable to budget and down from FY19 actuals by $0.9M.

Investment Income
- Please see Exhibit D1 for a summary of our investment returns. Exhibit D1 summarizes our investment pools and how they are represented in our income statement column structure.

Internal & External Sales
- There is a $7.1M unfavorable variance in the planning unit forecast due primarily to COVID-19 revenue losses, the largest of which were Bobcat Depot at $1.9M, Culinary at $1.8M, and Parking & Transportation at $1.6M. These unfavorable variances are offset by a $1.4M favorable variance for prescription and medical rebates.
- There is also a $1M favorable variance resulting from a Central Forecasting Adjustment to account for higher than forecasted insurance reimbursements and Perkins cancellation reimbursements.

Table 9 – Compensation

<table>
<thead>
<tr>
<th>#</th>
<th>Line Item</th>
<th>FY19 Actual</th>
<th>FY20 Budget</th>
<th>FY20 Forecast</th>
<th>Variance Fav(Ufav)</th>
</tr>
</thead>
<tbody>
<tr>
<td>19</td>
<td>Total Salaries, Wages, &amp; Other Payroll</td>
<td>356.7</td>
<td>366.4</td>
<td>361.0</td>
<td>5.4</td>
</tr>
<tr>
<td>20</td>
<td>Total Benefits</td>
<td>119.9</td>
<td>123.0</td>
<td>125.0</td>
<td>(2.0)</td>
</tr>
<tr>
<td></td>
<td>Benefits % of Salary</td>
<td>33.6%</td>
<td>33.6%</td>
<td>34.6%</td>
<td>-1.1%</td>
</tr>
</tbody>
</table>
Table 10 - Salaries, Wages, & Other Payroll

- The favorable trend for salaries and wages is the result of vacancy savings typically not being included in budgets and positions remaining vacant longer than expected.

Benefits
- The favorable variance to budget in Salaries creates a corresponding favorable variance in variable benefits (Retirement and Medicare costs). This is offset by an unfavorable variance to budget in forecasted health benefit claims.

Table 11 – Other Expenses

Supplies, Services, & Capital Costs
- Planning unit forecasts are $20.7M favorable to budget due to:
  - Central Accounting and Reserves has a $5.5M favorable variance based on revised FY20 expenditures that are supported by across unit transfers and funding from the Strategic Opportunity Reserve.
  - Business is forecasting a $2.9M favorable variance. $1.5M of the variance is due to a decrease in expenses with Pearson, resulting from reduction of graduate enrollments. The balance of the variance is due to implementation of new travel and printing policies within the College of Business and from adjusting the Supplies & Services forecast closer to the actual results.
  - Housing is forecasting a $1.9M favorable variance due to reduced anticipated Occupancy & Maintenance expenses and the elimination of the forecast for an emergency reserve, which is no longer needed and a $0.8M favorable variance due to COVID-19 related closures.
  - Other favorable variances resulting from COVID-19 related closures: $3.7M reduction in Board plan Cost of Goods Sold; $1.4M reduction in Culinary Services Capital Costs; $1.8M variance in Bobcat Depot Cost of Goods Sold; $1.7M favorable variance in Utilities.
  - Institutional Projects & Initiatives had a $1M favorable variance due to the reduction of forecasted Professional Services for ERP Projects.
There is an additional $3.9M favorable variance resulting from a Central Forecasting adjustment in Professional Services. $3.4M corresponds with the Central Forecasting adjustment in Grant & F&A revenues, and the remaining $0.5M is due to forecasted decreased spending based on trends.

**Internal Debt Service**

- The $0.8 unfavorable variance is due to an earlier than expected pay down on an HCOM internal loan and corresponds to a favorable variance in HCOM’s Supplies and Services.

**Table 12 – Transfers**

<table>
<thead>
<tr>
<th>#</th>
<th>Line Item</th>
<th>FY19 Actual</th>
<th>FY20 Budget</th>
<th>FY20 Forecast</th>
<th>Variance Fav (Unfav)</th>
</tr>
</thead>
<tbody>
<tr>
<td>31</td>
<td>Transfer To (From) Plant Fund</td>
<td></td>
<td>20.7</td>
<td>27.5</td>
<td>21.8</td>
</tr>
<tr>
<td>32</td>
<td>Transfer To (From) Quasi Endowments</td>
<td></td>
<td>2.1</td>
<td>0.3</td>
<td>7.3</td>
</tr>
<tr>
<td>33</td>
<td>Repair &amp; Replacement Transfers</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>34</td>
<td>Internal Bank Transfers</td>
<td>0.1</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

**Transfers To (From) Plant Fund**

- The $5.7M favorable variance is due to:
  - IT forecast is favorable $1.4M due to a revised forecast that doesn’t use vacancy savings to fund various projects.
  - Program Support forecast is $0.8M favorable and Library is $0.4M favorable.
  - The Auxiliary forecast is a $2.9M favorable variance. $2M of the variance is in Housing while Culinary Services and Athletics each have a $0.4M favorable variance.

**Transfer To (From) Quasi Endowments**

- This represents transfers to and from operations for board-designated endowments. Transfers are forecast at $7.3M, compared to the budgeted amount of $0.3M, which included $1.3M in transfers into quasi endowments related to the undergraduate and HCOM endowed scholarship matching programs. It also included a budgeted $1M transfer from a Russ College quasi endowment for the purpose of supporting capital improvements. The forecasted variance of $7M is attributable to the Board approving a $5M transfer of royalties into the quasi-endowment at the May 2020 meeting, the expectation that the budgeted $1M transfer out of the quasi endowment will not be needed before the end of the fiscal year, and cash contributions to the undergraduate endowed scholarship match program exceeding anticipated amounts.

- Transfers To (From) Quasi Endowments are included in the financial forecast only for quasi endowments established by the Board of Trustees. Proposed quasi endowment are incorporated into the financial forecast after approval by the Board of Trustees.
Table 13 – Central Forecasting Adjustments

<table>
<thead>
<tr>
<th>#</th>
<th>Line Item</th>
<th>FY20 Forecast (in millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>9</td>
<td>Grants &amp; Contracts</td>
<td>4.1</td>
</tr>
<tr>
<td>10</td>
<td>Facilities &amp; Admin Cost Recovery</td>
<td>(1.3)</td>
</tr>
<tr>
<td>12</td>
<td>Gifts &amp; Contributions</td>
<td>3.4</td>
</tr>
<tr>
<td>14</td>
<td>Internal &amp; External Sales</td>
<td>1.0</td>
</tr>
<tr>
<td>17</td>
<td>Total Revenue &amp; Revenue Allocations</td>
<td>7.2</td>
</tr>
<tr>
<td>18</td>
<td>Funding Transfers</td>
<td>(0.1)</td>
</tr>
<tr>
<td>24</td>
<td>Internal Principal &amp; Interest</td>
<td>(1.2)</td>
</tr>
<tr>
<td></td>
<td>Total Expenses</td>
<td>(1.2)</td>
</tr>
<tr>
<td></td>
<td>Subtotal Results of Operations</td>
<td>8.5</td>
</tr>
<tr>
<td>32</td>
<td>Transfer To (From) Quasi Endowments</td>
<td>7.0</td>
</tr>
<tr>
<td></td>
<td>Net Results</td>
<td>1.5</td>
</tr>
</tbody>
</table>

Central Adjustments are included in the Operating Results tables and discussions in the narratives above. Table 13 summarizes those adjustments. Internal Principal & Interest was adjusted to agree to Internal Bank forecasts.

Non-Operating Units (Endowment, Capital, Century Bond, Internal Bank)

Table 14 – Non-Operating – Endowment

<table>
<thead>
<tr>
<th>#</th>
<th>Line Item</th>
<th>FY19 Actual</th>
<th>FY20 Budget</th>
<th>FY20 Forecast</th>
<th>Variance (Unfav)</th>
</tr>
</thead>
<tbody>
<tr>
<td>11</td>
<td>Endowment Distributions</td>
<td>(28.9)</td>
<td>(29.1)</td>
<td>(29.1)</td>
<td>-</td>
</tr>
<tr>
<td>12</td>
<td>Gifts &amp; Contributions</td>
<td>13.9</td>
<td>11.3</td>
<td>8.0</td>
<td>(3.3)</td>
</tr>
<tr>
<td>13</td>
<td>Investment Income</td>
<td>24.6</td>
<td>37.9</td>
<td>(17.4)</td>
<td>(55.3)</td>
</tr>
<tr>
<td></td>
<td>Total Revenue &amp; Revenue Allocations</td>
<td>9.7</td>
<td>20.1</td>
<td>(38.5)</td>
<td>(58.6)</td>
</tr>
<tr>
<td>32</td>
<td>Transfer To (From) Quasi Endowments</td>
<td>(2.1)</td>
<td>0.3</td>
<td>(7.3)</td>
<td>7.0</td>
</tr>
<tr>
<td></td>
<td>Adjusted Net Results</td>
<td>11.8</td>
<td>20.4</td>
<td>(31.2)</td>
<td>(51.6)</td>
</tr>
</tbody>
</table>

Gifts & Contributions

- Endowment contributions are forecast at $8M, lagging the budgeted amount of $11.3M and FY19 actuals of $13.9M.
- Actual FY19 endowment gifts included an unbudgeted $5.1M transfer of the Kiplinger Program in Public Affairs Journalism endowment from The Ohio State University.
**Investment Income**
- Investment income from the endowment in the LT Pool is forecast at $(17.4M) net of fees, or -3%, as compared with the budgeted amount of $37.9M, which was based on the portfolio’s expected return of 6.8%.
- Please see Exhibit D1 for a summary of our forecast investment returns. The Exhibit summarizes our investment pools and how they are represented in our income statement column structure.

**Transfer To (From) Quasi Endowments**
- This represents transfers to and from operations for board-designated endowments. Transfers are forecast at $7.3M, compared to the budgeted amount of $0.3M, which included $1.3M in transfers into quasi endowments related to the undergraduate and HCOM endowed scholarship matching programs. It also included a budgeted $1M transfer from a Russ College quasi endowment for the purpose of supporting capital improvements. The forecasted variance of $7M is attributable to the Board approving a $5M transfer of royalties into the quasi-endowment at the May 2020 meeting, the expectation that the budgeted $1M transfer out of the quasi endowment will not be needed before the end of the fiscal year, and cash contributions to the undergraduate endowed scholarship match program exceeding anticipated amounts.

**Table 15 – Non-Operating - Capital**

<table>
<thead>
<tr>
<th>#</th>
<th>Line Item</th>
<th>FY19 Actual</th>
<th>FY20</th>
<th>Variance Fav(Unfav)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>State Appropriations</td>
<td>10.8</td>
<td>25.6</td>
<td>15.3</td>
</tr>
<tr>
<td>9</td>
<td>Grants &amp; Contracts</td>
<td>0.5</td>
<td>8.6</td>
<td>7.5</td>
</tr>
<tr>
<td>12</td>
<td>Gifts &amp; Contributions</td>
<td>4.6</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>Total Revenue &amp; Revenue Allocations</td>
<td>15.9</td>
<td>34.2</td>
<td>22.8</td>
</tr>
<tr>
<td>21</td>
<td>Supplies, Services, &amp; Capital Costs</td>
<td>70.7</td>
<td>192.9</td>
<td>139.0</td>
</tr>
<tr>
<td></td>
<td>Total Expenses</td>
<td>70.7</td>
<td>192.9</td>
<td>139.0</td>
</tr>
<tr>
<td></td>
<td>Subtotal Results of Operations</td>
<td>(54.8)</td>
<td>(158.7)</td>
<td>(116.2)</td>
</tr>
<tr>
<td>31</td>
<td>Transfer To (From) Plant Fund</td>
<td>(136.1)</td>
<td>(99.8)</td>
<td>(46.2)</td>
</tr>
<tr>
<td></td>
<td>Adjusted Net Results</td>
<td>81.3</td>
<td>(58.9)</td>
<td>(68.0)</td>
</tr>
</tbody>
</table>

**State Appropriations**
- State-funded Capital appropriations are recognized only when there are State capital expenditures, which are being spent at a slower than expected rate. All State Capital dollars allocated will be spent on their respective projects.

**Grants and Contracts**
- Based on review of trends and proposals the central Grants Accounting Office anticipates a reduction of $1.1M due to Federal Communication Commission (FCC) for WOUB channel reassignment spending was much lower than expected due to bidding processes and not all equipment in the proposal was required. Also, budgeted federal funds were not realized for the Airport.

**Gifts & Contributions**
- FY19 included a gift of land. At this time, no similar gifts of land are expected in FY20.
**Supplies, Services, & Capital Costs**

- The majority of this variance is caused by Capital costs which are $56.3M favorable to budget. The budget was based on CIP projections for FY20 and typically delays in project spending will result in expenditures being recognized in future years or the project scope changes.
- The following table shows the top ten favorable variances (FY20 Forecast is lower than FY20 Budget), totaling, $46M, along with comments from Design & Construction:

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Budget</th>
<th>Forecast</th>
<th>Variance Fav (Unfav)</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chemistry Building (Clippinger Renovation Strategy Phase I)</td>
<td>33.9</td>
<td>26.5</td>
<td>7.5</td>
<td>Delay in building enclosure (curtainwall, masonry) has resulted in slower billing.</td>
</tr>
<tr>
<td>Gamertsfelder Bath/HVAC Upgrades</td>
<td>2.4</td>
<td>0.5</td>
<td>1.9</td>
<td>Budget amendment and associated schedule update; May 2020 Update - project on hold through summer 2020 as a result of COVID-19</td>
</tr>
<tr>
<td>HCOM Phase 1: Academic and Clinical Research</td>
<td>51.5</td>
<td>38.8</td>
<td>12.7</td>
<td>New PM assigned, Scheduled adjusted to be realistic</td>
</tr>
<tr>
<td>Konneker Research Windows &amp; HVAC</td>
<td>4.1</td>
<td>0.3</td>
<td>3.9</td>
<td>Failed bid event and subsequent re-scoping effort resulted in 3 month schedule slip.</td>
</tr>
<tr>
<td>Administrative Relocations - Ridges Building 13/14/18</td>
<td>13.4</td>
<td>11.7</td>
<td>1.7</td>
<td>Phased construction with acceleration. Started in FY18</td>
</tr>
<tr>
<td>Weld, Armbruster, Atkinson &amp; Smith Demolition</td>
<td>2.8</td>
<td>1.3</td>
<td>1.6</td>
<td>Project came in significantly under budget as a result of reduced scope and favorable pricing.</td>
</tr>
<tr>
<td>Clippinger Renovation Strategy Phase II</td>
<td>9.6</td>
<td>1.4</td>
<td>8.2</td>
<td>New PM assigned, Scheduled adjusted to be realistic</td>
</tr>
<tr>
<td>Grosvenor Hall Administrative Relocations Renovation</td>
<td>1.8</td>
<td>0.0</td>
<td>1.7</td>
<td>Project on hold pending Planning Review</td>
</tr>
<tr>
<td>Steam - Miscellaneous Energy Conservation Projects</td>
<td>2.9</td>
<td>-</td>
<td>2.9</td>
<td>Porter/Lindley Windows; project start delayed.</td>
</tr>
<tr>
<td>OIT Capital Spending</td>
<td>4.0</td>
<td>-</td>
<td>4.0</td>
<td>Placeholder in CIP for OIT Projects; Not a DC Project</td>
</tr>
</tbody>
</table>
The following table shows the top ten unfavorable variances (FY20 Forecast is higher than FY20 Budget), totaling $8.8M, along with comments from Design & Construction:

<table>
<thead>
<tr>
<th>Project Name</th>
<th>FY20 Budget</th>
<th>FY20 Forecast</th>
<th>Variance Fav (Unfav)</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>James Hall Masonry Repairs</td>
<td>0.1</td>
<td>0.3</td>
<td>(0.2)</td>
<td>Project completed and closed in FY20.</td>
</tr>
<tr>
<td>HCOM Phase I Utilities</td>
<td>0.6</td>
<td>1.6</td>
<td>(1.0)</td>
<td>Project included 3 bid events and 4 relocation efforts with Private Utility companies. Billings from BP2 delayed into FY20, BP3 bids opened in FY20, Private Utility CIAC bills hit in FY20 (AEP, Frontier)</td>
</tr>
<tr>
<td>Chilled Water Plant #3</td>
<td>9.7</td>
<td>13.6</td>
<td>(3.9)</td>
<td>Major mechanical and electrical systems installed within the last quarter, which comprises a major portion of the project budget. The cashflow for these major items don't fit the typical curves for cashflow projection.</td>
</tr>
<tr>
<td>Fire Alarm Systems Replacement</td>
<td>0.0</td>
<td>0.2</td>
<td>(0.2)</td>
<td>Project start was delayed; previously planned FY19 expenditures pushed into FY20</td>
</tr>
<tr>
<td>OIT NETWORK REPLACEMENT</td>
<td>-</td>
<td>1.5</td>
<td>(1.5)</td>
<td>Budget revision; spending projected into FY20; Not a DC Project</td>
</tr>
<tr>
<td>Herrold Hall Nursing Lab Renovations, Ph I</td>
<td>-</td>
<td>0.4</td>
<td>(0.4)</td>
<td>Project closeout delayed; final expenditures pushed into FY20.</td>
</tr>
<tr>
<td>Facility Site Improvements - HCOM Phase I</td>
<td>0.3</td>
<td>0.6</td>
<td>(0.3)</td>
<td>Final billing complete, project will be closed this FY.</td>
</tr>
<tr>
<td>Chilled Water Plant 3 University Terrace</td>
<td>-</td>
<td>0.5</td>
<td>(0.5)</td>
<td>New project (set up as a separate project to separate contractor information in eBuilder)</td>
</tr>
<tr>
<td>Dublin Campus MEB 2 Tenant Improvements</td>
<td>-</td>
<td>0.7</td>
<td>(0.7)</td>
<td>New project</td>
</tr>
<tr>
<td>Lindley Hall Roof</td>
<td>0.9</td>
<td>1.1</td>
<td>(0.2)</td>
<td>Project expenditures lag into FY20.</td>
</tr>
</tbody>
</table>

Transfers To (From) Plant Fund
- This represents the funding transfers from Operating units, Century Bond and Internal Bank, to fund capital projects.

Table 16 - Non-Operating – Century Bond

<table>
<thead>
<tr>
<th>#</th>
<th>Line Item</th>
<th>FY19 Actual</th>
<th>Century Bond (in millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>FY20</td>
<td>FY20</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Budget</td>
<td>Forecast</td>
</tr>
<tr>
<td>13</td>
<td>Investment Income</td>
<td>9.9</td>
<td>13.0</td>
</tr>
<tr>
<td></td>
<td>Total Revenue &amp; Revenue Allocations</td>
<td>9.9</td>
<td>13.0</td>
</tr>
<tr>
<td>23</td>
<td>External Debt Service - Interest</td>
<td>14.0</td>
<td>14.0</td>
</tr>
<tr>
<td>24</td>
<td>Internal Principal &amp; Interest</td>
<td>(12.8)</td>
<td>(14.1)</td>
</tr>
<tr>
<td></td>
<td>Total Expenses</td>
<td>1.2</td>
<td>(0.1)</td>
</tr>
<tr>
<td></td>
<td>Subtotal Results of Operations</td>
<td>8.7</td>
<td>13.1</td>
</tr>
<tr>
<td>31</td>
<td>Transfer To (From) Plant Fund</td>
<td>44.3</td>
<td>10.0</td>
</tr>
<tr>
<td></td>
<td>Adjusted Net Results</td>
<td>(35.6)</td>
<td>3.1</td>
</tr>
</tbody>
</table>
**Investment Income**
- In May 2016, the unspent short-term proceeds of approximately $77.2M were invested in Baird Ultra-Short-term and Short-term Bonds. As a result of capital spend distributions of $69.9M and investment income of $3.7M, this pool has a balance of $11M as of April 30, 2020. This balance will continue to decrease as funds are needed for capital spend distributions.
- Please see Exhibit D1 for a summary of our forecast investment returns. The Exhibit summarizes our investment pools and how they are represented in our income statement column structure.

**Transfers to/(from) Plant Fund-Capital Projects**
- Reflects the annual transfer of $10M of funding from the Century Bond Bank to fund the Deferred Maintenance program. $10M/year for 16 years, through 2030.

**Table 17 - Non-Operating – Internal Bank**

<table>
<thead>
<tr>
<th>#</th>
<th>Line Item</th>
<th>FY19 Actual</th>
<th>FY20 Budget</th>
<th>Forecast</th>
<th>Variance Fav (Unfav)</th>
</tr>
</thead>
<tbody>
<tr>
<td>13</td>
<td>Investment Income</td>
<td>10.5</td>
<td>8.2</td>
<td>(3.4)</td>
<td>(11.6)</td>
</tr>
<tr>
<td>14</td>
<td>Internal &amp; External Sales</td>
<td>0.2</td>
<td>0.3</td>
<td>0.3</td>
<td>-</td>
</tr>
<tr>
<td>21</td>
<td>Supplies, Services, &amp; Capital Costs</td>
<td>0.3</td>
<td>0.9</td>
<td>1.5</td>
<td>(0.6)</td>
</tr>
<tr>
<td>22</td>
<td>External Debt Service - Principal &amp; Interest</td>
<td>31.5</td>
<td>29.4</td>
<td>28.5</td>
<td>0.9</td>
</tr>
<tr>
<td>24</td>
<td>Internal Principal &amp; Interest</td>
<td>(40.3)</td>
<td>(54.0)</td>
<td>(54.8)</td>
<td>0.8</td>
</tr>
<tr>
<td>31</td>
<td>Transfer To (From) Plant Fund</td>
<td>71.1</td>
<td>62.3</td>
<td>16.4</td>
<td>45.9</td>
</tr>
<tr>
<td>36</td>
<td>Total Transfers To (From) Reserve</td>
<td>(20.9)</td>
<td>26.2</td>
<td>50.0</td>
<td>(23.8)</td>
</tr>
<tr>
<td></td>
<td>Adjusted Net Results</td>
<td>(31.0)</td>
<td>(56.3)</td>
<td>(44.7)</td>
<td>11.6</td>
</tr>
</tbody>
</table>

**Investment Income**
- Includes a forecasted $1.1M return on working capital which is offset by transfers to Operations of $4.5M to fund the Strategic Opportunity Reserve netting a $3.4M loss on working capital investments remaining in the Internal Bank.
- Please see Exhibit D1 for a summary of our forecast investment returns. The Exhibit summarizes our investment pools and how they are represented in our income statement column structure.

**Supplies, Services, & Capital Costs**
- The unfavorable variance of $0.6M is due to additional issuance costs related to the Series 2012 and 2013 refunding. The refunding was not anticipated or included in the FY20 Budget.

**External Debt Service – Principal & Interest**
- The favorable variance is due to estimated interest savings on the Series 2012 & 2013 refunding and assumption changes on the new money portion (reduced from $75M to $60M and lower expected interest rate.)
Internal Principal & Interest
- The internal debt service is favorable to the FY20 Budget by $0.8M due to additional loan payments from HCOM.

Transfers
- The Internal Bank is transferring of $50M to Operating Reserves. This is $23.8M unfavorable to budget.
- Overall, the Internal Bank resources are favorable by $11.6M as compared to the Board approved FY20 Budget, which will be used to fund future capital projects.

Component Units & Adjustments

Table 18 - Component Units

<table>
<thead>
<tr>
<th>#</th>
<th>Line Item</th>
<th>FY19 Actual</th>
<th>FY20 Budget</th>
<th>FY20 Forecast</th>
<th>Variance Fav(Unfav)</th>
</tr>
</thead>
<tbody>
<tr>
<td>13</td>
<td>Investment Income</td>
<td>0.5</td>
<td>0.4</td>
<td>(0.2)</td>
<td>(0.6)</td>
</tr>
<tr>
<td>14</td>
<td>Internal &amp; External Sales</td>
<td>7.8</td>
<td>9.5</td>
<td>7.5</td>
<td>(2.0)</td>
</tr>
<tr>
<td></td>
<td>Total Revenue &amp; Revenue Allocations</td>
<td>8.3</td>
<td>9.9</td>
<td>7.3</td>
<td>(2.6)</td>
</tr>
<tr>
<td>19</td>
<td>Salaries, Wages, &amp; Other Payroll &amp; Benefits</td>
<td>2.4</td>
<td>1.8</td>
<td>1.8</td>
<td>-</td>
</tr>
<tr>
<td>21</td>
<td>Supplies, Services, &amp; Capital Costs</td>
<td>5.1</td>
<td>4.9</td>
<td>4.9</td>
<td>-</td>
</tr>
<tr>
<td>25</td>
<td>Depreciation</td>
<td>1.1</td>
<td>0.8</td>
<td>0.8</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>Total Expenses</td>
<td>8.6</td>
<td>7.5</td>
<td>7.5</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>Subtotal Results of Operations</td>
<td>(0.3)</td>
<td>2.4</td>
<td>(0.2)</td>
<td>(2.6)</td>
</tr>
<tr>
<td>36</td>
<td>Total Transfers To (From) Reserve</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>Adjusted Net Results</td>
<td>(0.3)</td>
<td>2.4</td>
<td>(0.2)</td>
<td>(2.6)</td>
</tr>
</tbody>
</table>

Component Units are being forecast at budget except for forecasted variances for Tech Growth Ohio Fund due to updated projections of timing and amount of investments.
Table 19 - Financial Statement Adjustments

<table>
<thead>
<tr>
<th>#</th>
<th>Line Item</th>
<th>FY19 Actual</th>
<th>FY20 Budget</th>
<th>FY20 Forecast</th>
<th>Variance Fav (Unfav)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>State Appropriations</td>
<td>0.9</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>9</td>
<td>Grants &amp; Contracts</td>
<td>0.4</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>12</td>
<td>Gifts &amp; Contributions</td>
<td>(0.7)</td>
<td>-</td>
<td>13.8</td>
<td>13.8</td>
</tr>
<tr>
<td>13</td>
<td>Investment Income</td>
<td>0.3</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>14</td>
<td>Internal &amp; External Sales</td>
<td>(0.9)</td>
<td>(2.6)</td>
<td>(0.6)</td>
<td>2.0</td>
</tr>
<tr>
<td></td>
<td>Total Revenue &amp; Revenue Allocations</td>
<td>-</td>
<td>(2.6)</td>
<td>13.2</td>
<td>15.8</td>
</tr>
<tr>
<td>18</td>
<td>Funding Transfers</td>
<td>(4.0)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>19</td>
<td>Total Salaries, Wages, &amp; Other Payroll</td>
<td>0.1</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>20</td>
<td>Total Benefits</td>
<td>1.9</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>21</td>
<td>Supplies, Services, &amp; Capital Costs</td>
<td>(71.0)</td>
<td>(198.3)</td>
<td>(141.8)</td>
<td>(56.5)</td>
</tr>
<tr>
<td>22-23</td>
<td>External Debt Service - Principal &amp; Interest</td>
<td>(17.6)</td>
<td>(15.3)</td>
<td>(14.5)</td>
<td>(0.8)</td>
</tr>
<tr>
<td>25</td>
<td>Depreciation</td>
<td>56.4</td>
<td>58.0</td>
<td>58.3</td>
<td>(0.3)</td>
</tr>
<tr>
<td></td>
<td>Total Expenses</td>
<td>(30.2)</td>
<td>(155.5)</td>
<td>(98.0)</td>
<td>(57.5)</td>
</tr>
<tr>
<td></td>
<td>Subtotal Results of Operations</td>
<td>34.2</td>
<td>152.9</td>
<td>111.2</td>
<td>(41.7)</td>
</tr>
<tr>
<td>34</td>
<td>Internal Bank Transfers</td>
<td>(0.1)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>Adjusted Net Results</td>
<td>34.3</td>
<td>152.9</td>
<td>111.2</td>
<td>(41.7)</td>
</tr>
</tbody>
</table>

**State Appropriations**
- Changes in accruals at year end will be recorded here for State Appropriation-Capital revenue. Currently forecasting no change in accruals from prior year.

**Gifts & Contributions**
- Financial statement adjustments were not budgeted but are forecast at $13.8M. This amount includes $16.3M in forecasted gifts in kind, offset by a forecasted reduction in pledges receivable of $2.5M.
- In total, gifts are forecast at $33.3M, which is $8.3M favorable to budget and $6.6M higher than prior year actuals. Actual FY19 gifts totaled $26.7M and included an unbudgeted gift of 27.701 acres of sub-area 2 on the Dublin campus that was transferred to Ohio University from the City of Dublin, with an appraised value of $4.2M.

**Internal and External Sales**
- Since our component units are separate legal entities, any transactions between Ohio University and the Component Unit must be presented as Revenues and Expenses instead of as Transfers. Financial Statement Adjustments presented in this revenue row are elimination entries to prevent the double-counting of revenues once the Component Unit results are added into our consolidated results.

**Benefits**
- Government Accounting Standards Board (GASB) 68 – Accounting and Financial Reporting for Pensions and GASB 75 – Accounting and Financial Reporting for Postemployment Benefits Other than Pensions (OPEB) requires governments providing defined benefit pensions to recognize their calculated share of the state of Ohio’s unfunded pension and OPEB obligations as liabilities.
Due to the uncertainty of factors impacting the calculation for unfunded liabilities, such as economic and demographic factors and projections for investment earnings, contributions and experience, a net $0 change will be forecast throughout the year with an adjustment made following the annual June 30 calculation. The adjustment made for FY18 was a favorable $97.3M. The adjustment made for FY19 was an unfavorable $1.9M.

**Capital Costs/Debt Service/Depreciation**

- For financial statements, we eliminate capital costs and debt service principal, add depreciation, subtract prior year accruals and add current year forecasted accruals. Capital Cost variances from a cash perspective are explained in the Non-Operating Capital section (Table 14).

**Exhibit C – FY20 Balance Sheet (for Ohio University only) (See Exhibit C1 for full FY20 Balance Sheet)**

Following is an explanation of changes for the forecast at June 30, 2020 as compared with FYE 2019.

**Table 20 – Assets**

<table>
<thead>
<tr>
<th>#</th>
<th>Line Item</th>
<th>June 30 2018</th>
<th>June 30 2019</th>
<th>June 30 2020</th>
<th>Variance 2020 Forecast over 2019 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Cash &amp; Cash Equivalents</td>
<td>72.6</td>
<td>101.7</td>
<td>48.5</td>
<td>(53.2)</td>
</tr>
<tr>
<td>2</td>
<td>Restricted Cash &amp; Cash Equivalents</td>
<td>69.7</td>
<td>58.5</td>
<td>61.3</td>
<td>2.8</td>
</tr>
<tr>
<td>3</td>
<td>Investments</td>
<td>613.8</td>
<td>628.1</td>
<td>603.2</td>
<td>(24.9)</td>
</tr>
<tr>
<td>4</td>
<td>Capital Assets-net of depreciation</td>
<td>1,042.2</td>
<td>1,067.0</td>
<td>1,164.2</td>
<td>97.2</td>
</tr>
<tr>
<td>5</td>
<td>Accounts Receivable, Prepaids &amp; Other Assets</td>
<td>97.4</td>
<td>85.3</td>
<td>85.3</td>
<td>-</td>
</tr>
<tr>
<td>6</td>
<td>Deferred Outflows of Resources: Pension, OPEB, Bond</td>
<td>117.9</td>
<td>130.9</td>
<td>129.8</td>
<td>(1.1)</td>
</tr>
</tbody>
</table>

**Total Assets**

<table>
<thead>
<tr>
<th></th>
<th>Actual</th>
<th>Forecast</th>
<th>Variance 2020 Forecast over 2019 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$ 2,013.8</td>
<td>$ 2,071.5</td>
<td>$ 2,092.3</td>
</tr>
</tbody>
</table>

**Cash & Cash Equivalents**

- Decreases due to use of reserves for operations and capital spending.

**Restricted Cash & Cash Equivalents**

- Increase primarily due to Series 2020 bond proceeds, net of spend, offset by fully spending Series 2017 bond proceeds.
Table 21 - Capital Assets

<table>
<thead>
<tr>
<th></th>
<th>FY19</th>
<th>FY20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Land Contributions/Gifts in kind-FY19 / Gifts in kind-FY20</td>
<td>4.2</td>
<td>16.3</td>
</tr>
<tr>
<td>Planning Unit Equipment</td>
<td>7.0</td>
<td>5.2</td>
</tr>
<tr>
<td>New Buildings in Service/CIP</td>
<td>71.5</td>
<td>134.0</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td><strong>$82.7</strong></td>
<td><strong>$155.5</strong></td>
</tr>
<tr>
<td>Less: Depreciation</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(56.4)</td>
<td>(58.3)</td>
</tr>
<tr>
<td>Less: Loss on Disposal of Assets</td>
<td>(1.5)</td>
<td>-</td>
</tr>
<tr>
<td>Change in Capital Assets</td>
<td>$24.8</td>
<td>$97.2</td>
</tr>
</tbody>
</table>

Capital Land Contributions/Gifts in kind

- There was a contribution of $4.2M for Dublin Land in FY19. There are no forecasted land contributions for FY20. There are other forecasted Gifts in kind of $16.3M in FY20.

Planning Unit Equipment

- Includes purchases from operations of $5.2M for machinery, equipment & library books.

New Buildings in Service/CIP –

- FY20 forecasted spending on capitalizable buildings, infrastructure & CIP total $134M including:
  - $47M for HCOM Phase 1: Academic & Clinical Research
  - $31.6M for Chemistry Building (Clipping Renovation)
  - $10.3M for Administrative Relocations – Ridges Buildings 13/14/18
  - $7.2M Chilled Water Plant #3
  - $5.2M Chilled Water Utility Distribution
Table 22 - Liabilities & Net Position

<table>
<thead>
<tr>
<th>#</th>
<th>Line Item</th>
<th>Actual 2018</th>
<th>Actual 2019</th>
<th>Forecast 2020</th>
<th>Variance 2020 Forecast over 2019 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>Accounts Payable, Accrued Liabilities &amp; Other</td>
<td>107.2</td>
<td>116.6</td>
<td>108.4</td>
<td>(8.2)</td>
</tr>
<tr>
<td>8</td>
<td>Unearned Revenue</td>
<td>39.4</td>
<td>41.6</td>
<td>38.4</td>
<td>(3.2)</td>
</tr>
<tr>
<td>9</td>
<td>Net Pension &amp; OPEB Liabilities</td>
<td>510.0</td>
<td>518.1</td>
<td>518.1</td>
<td>-</td>
</tr>
<tr>
<td>10</td>
<td>Bonds &amp; Notes Payable-net of premium &amp; capital leases</td>
<td>635.7</td>
<td>617.6</td>
<td>660.7</td>
<td>43.1</td>
</tr>
<tr>
<td>11</td>
<td>Deferred Inflows of Resources: Pension, OPEB, Bond</td>
<td>62.3</td>
<td>69.3</td>
<td>71.6</td>
<td>2.3</td>
</tr>
<tr>
<td>12</td>
<td>Net Investment in Capital Assets</td>
<td>663.4</td>
<td>683.5</td>
<td>710.5</td>
<td>27.0</td>
</tr>
<tr>
<td>13</td>
<td>Restricted - Nonexpendable</td>
<td>22.6</td>
<td>22.7</td>
<td>22.8</td>
<td>0.1</td>
</tr>
<tr>
<td>14</td>
<td>Restricted - Expendable</td>
<td>33.0</td>
<td>29.8</td>
<td>31.8</td>
<td>2.0</td>
</tr>
<tr>
<td>15</td>
<td>Unrestricted</td>
<td>395.6</td>
<td>429.8</td>
<td>387.5</td>
<td>(42.3)</td>
</tr>
<tr>
<td>16</td>
<td>Net effect of GASB 68 &amp; 75</td>
<td>(455.6)</td>
<td>(457.5)</td>
<td>(457.5)</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td><strong>Total Net Position</strong></td>
<td><strong>$ 659.0</strong></td>
<td><strong>$ 708.5</strong></td>
<td><strong>$ 695.1</strong></td>
<td><strong>(13.2)</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Total Liabilities &amp; Net Position</strong></td>
<td><strong>$ 2,013.6</strong></td>
<td><strong>$ 2,071.5</strong></td>
<td><strong>$ 2,092.3</strong></td>
<td><strong>$ 20.8</strong></td>
</tr>
</tbody>
</table>

Accounts Payable, Accrued Liabilities & Other
- The balance at June 30, 2019 was higher than normal for increases in Capital Payables due to the timing of invoices for a large number of summer capital projects. This is not expected to recur at June 30, 2020.

Unearned Revenue
- The $3.2M decrease from FY19 to FY20 is due to Grant Funds received during FY19 that were not utilized or recognized as revenue until FY20. The decrease is also due to 2 extra days of summer session being recognized as tuition revenue in FY20 and not being deferred at 6/30/20.

Bonds & Notes Payable-net of premium & capital leases
- Increase primarily due to forecasted Series 2020 new money bond issue of $60M and bond issuance cost of $1.2M; offset by Dec 1 principal payments of $13.8M, gain on refunding of Series 2012 & 2013 bonds of $2.6M, and premium amortization $1.7M. There were no new capital leases forecast.

Restricted – Expendable
- The $2M increase is forecast for component unit and restricted grant funds.

Unrestricted
- The unrestricted net position is forecast to decrease $42.3M, driven by large decreases in revenues, including investment income.
Table 23 – Net Investment in Capital Assets

<table>
<thead>
<tr>
<th></th>
<th>Actual</th>
<th>Forecast</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>June 30</td>
<td>June 30</td>
<td>June 30</td>
</tr>
<tr>
<td></td>
<td>2018</td>
<td>2019</td>
<td>2020</td>
</tr>
<tr>
<td>Capital Assets - Net of Depreciation</td>
<td>1,042.2</td>
<td>1,067.0</td>
<td>1,164.2</td>
</tr>
<tr>
<td>Less Bonds &amp; Notes Payable - net of discount &amp; premium</td>
<td>(635.7)</td>
<td>(617.6)</td>
<td>(660.7)</td>
</tr>
<tr>
<td>Plus: Unspent Century Bond Proceeds</td>
<td>188.2</td>
<td>176.4</td>
<td>145.6</td>
</tr>
<tr>
<td>Plus: Unspent proceeds from other Bonds</td>
<td>68.7</td>
<td>57.7</td>
<td>61.3</td>
</tr>
<tr>
<td>Total - Net Investment in Capital Assets</td>
<td>$ 663.4</td>
<td>$ 683.5</td>
<td>$ 710.5</td>
</tr>
</tbody>
</table>

Exhibit D – Investment Income

Table 24 - Summary of Investment Returns (see Exhibit D1 for complete summary)

<table>
<thead>
<tr>
<th></th>
<th>FY19 Actuals</th>
<th>FY20 Budget</th>
<th>FY20 FYTD (A)</th>
<th>Expected Return (FY20) (B)</th>
<th>FY20 Forecast (A) &amp; (B) apportioned</th>
</tr>
</thead>
<tbody>
<tr>
<td>CB Long-term</td>
<td>4.2%</td>
<td>6.8%</td>
<td>-1.2%</td>
<td>6.6%</td>
<td>-1.2%</td>
</tr>
<tr>
<td>CB Short-term</td>
<td>4.1%</td>
<td>1.5%</td>
<td>2.6%</td>
<td>1.5%</td>
<td>2.9%</td>
</tr>
<tr>
<td>CB Conservative</td>
<td>11.6%</td>
<td>2.5%</td>
<td>27.9%</td>
<td>2.5%</td>
<td>28.4%</td>
</tr>
<tr>
<td>Long-term Endow &amp; Diversified</td>
<td>4.3%</td>
<td>6.8%</td>
<td>-3.0%</td>
<td>6.6%</td>
<td>-3.0%</td>
</tr>
<tr>
<td>Working Capital – Tier II</td>
<td>3.3%</td>
<td>2.0%</td>
<td>1.8%</td>
<td>2.2%</td>
<td>2.2%</td>
</tr>
<tr>
<td>Working Capital – Tier III</td>
<td>6.4%</td>
<td>3.4%</td>
<td>3.4%</td>
<td>2.7%</td>
<td>3.9%</td>
</tr>
<tr>
<td>Working Capital – Tier IV Student Portfolio</td>
<td>11.0%</td>
<td>6.8%</td>
<td>5.0%</td>
<td>4.0%</td>
<td>5.0%</td>
</tr>
</tbody>
</table>
Exhibit B1 - FY20 Income
Statement Forecast
Athens Colleges & Schools

Regional Campuses

Auxiliaries

Central & Admin. Operations

Central
Adjustments

Reserves

(in millions)

FY19
Actual

REVENUES
1

State Appropriations

2

Gross Undergraduate Tuition & Fees

3

Undergraduate Financial Aid

4

Net Undergraduate Tuition & Fees

5

Gross Graduate Tuition & Fees

6

Graduate Financial Aid

7

Net Graduate Tuition & Fees

8

Room & Board

9

Grants & Contracts

10 Facilities & Admin Cost Recovery
11

Endowment Distributions

12 Gift Contributions
13 Investment Income
14 Internal & External Sales
15

Total Revenues

16 Administrative Cost Distribution

FY20
Budget

142.9
255.9
(48.9)
207.0
119.9
(27.4)
92.5
33.3
6.6
13.5
4.2
11.5
$ 511.5 $
-

FY20
Forecast

FY19
Actual

FY20
Budget

FY20
Forecast

FY19
Actual

FY20
Budget

FY20
Forecast

FY20
Budget

FY20
Forecast

FY19
Actual

FY20
Budget

FY20
Forecast

FY20
Forecast

148.0
150.4
245.1
241.3
(49.3)
(49.4)
195.7
191.9
127.9
122.7
(27.3)
(27.4)
100.6
95.3
38.4
42.2
5.7
6.8
13.6
13.7
3.3
3.3
9.7
8.4
515.1 $ 512.0 $
-

22.4
34.6
(4.8)
29.8
0.1
0.1
1.7
0.5
0.3
0.8
55.6 $
-

20.8
33.9
(4.8)
29.1
0.1
0.1
2.0
0.5
0.6
0.6
53.6 $
-

20.8
32.2
(5.1)
(14.3)
27.1
(14.3)
0.1
0.1
90.9
1.7
0.5
0.2
0.3
2.2
0.5
27.6
51.0 $ 106.6 $
23.9

(16.7)
(16.7)
87.7
0.2
2.6
23.5
97.3 $
19.4

(17.1)
(17.1)
67.3
0.2
2.5
18.6
71.5 $
19.7

0.4
4.9
7.1
12.0
1.1
(0.5)
0.6
6.3
1.4
14.7
2.2
1.1
43.5
82.2 $
(24.7)

0.2
0.2
5.6
4.2
6.9
7.4
12.5
11.6
0.7
0.8
(0.5)
(0.4)
0.2
0.4
5.0
3.5
1.1
1.4
14.8
14.7
7.3
1.9
1.7
(0.8)
34.7
32.9
77.6 $ 65.8 $
(22.7)
(23.0)

6.4
(2.6)
(0.4)
(3.0)
(0.1)
(0.1)
4.5
7.8 $
0.8

6.6
2.2
2.0
4.2
4.5
15.3 $
3.3

51.0 $ 130.5 $

57.5 $

54.9 $

42.8 $

8.6 $

18.6 $

8.8 $

(0.7) $ (13.9) $

(5.6) $

9.8 $

17.4 $

18.4 $

-

-

-

17 Total Revenues & Revenue Allocations $

511.5 $

515.1 $ 512.0 $

55.6 $

53.6 $

116.7 $

91.2 $

18 Funding Transfers

(7.9) $

(6.2) $ (14.0) $

0.5 $

0.5 $

(0.2) $

2.6 $

2.3 $

1.5 $

200.7
207.5
209.4
58.8
62.0
60.0
65.1
70.9
67.1
5.4
20.5
22.6
$ 330.0 $ 361.0 $ 359.1 $
12.2
13.0
13.0
162.0
168.9
168.9

29.6
9.8
6.8
0.3
46.5 $
7.6

28.4
9.6
5.9
0.3
44.2 $
7.6

29.0
9.4
6.2
0.3
44.9 $
7.6

30.2
9.5
34.0
15.0
88.7 $
1.4
22.2

29.8
9.7
35.1
13.4
88.0 $
1.5
16.0

29 Total Expenses & Expense Allocations $ 504.2 $ 543.0 $ 541.0 $

54.1 $

51.8 $

52.5 $

112.3 $ 105.5 $

$

FY19
Actual

4.1
(3.3)
0.2
(3.1)
4.5
5.5 $
3.3

Operating Activity Subtotal
FY19
Actual

FY20
Budget

FY20
Forecast

Variance
Variance
FY20
FY20
Forecast
Forecast
over
over
FY20 Budget FY19 Actual
3.4
(12.4)
(18.4)
(2.1)
(2.7)
(14.5)
(21.1)
(5.1)
2.5
0.1
0.2
(5.1)
2.7
(20.4)
(23.6)
6.1
10.2
0.1
(1.1)
0.2
(2.4)
2.5
(2.5)
(1.9)
(7.1)
(22.0)
$
(45.8) $
(50.7)
-

172.1
292.8
(61.3)
231.5
121.1
(28.0)
93.1
90.9
4.1
41.3
(1.3)
8.0
28.9
3.4
8.9
5.6
1.0
83.4
7.2 $ 763.7 $
-

175.5
286.8
(61.9)
224.9
128.7
(27.9)
100.9
87.7
45.4
6.8
29.1
13.8
6.2
68.5
758.8 $
-

175.5
274.4
(64.0)
210.4
123.6
(27.8)
95.8
67.3
51.5
6.9
29.1
11.4
3.7
61.4
713.0
-

7.2 $ 763.7 $

758.8 $

713.0 $

-

-

(0.1) $

4.3 $

$

$

(45.8)
- $
-- $

(50.7)
(4.3)
-

EXPENSES
19 Total Salaries, Wages, & Other Payroll
20 Total Benefits
21 Supplies, Services, & Capital Costs
22 External Debt Service - Principal
23 External Debt Service - Interest
24 Internal Principal & Interest
25 Depreciation
26

Total Direct Expenses

27 Capital Cost Allocation
28 Contribution Margin

30 Results of Operations

28.4
96.2
100.7
94.2
9.6
41.8
41.7
46.0
26.5
80.0
87.8
79.2
13.4
32.4
34.0
33.8
77.9 $ 250.4 $ 264.1 $ 253.2 $
1.5
(13.6)
(14.6)
(14.6)
16.0
(192.9)
(192.5)
(192.4)
95.4 $

43.9 $

-

$

-

1.1

$

-

$

(5.4)
2.0
(20.7)
0.8
(23.4) $
-

4.3
5.1
(6.9)
15.8
18.3
-

(1.2) $ 715.6 $

757.3 $

733.9 $

18.3
(64.7)

1.1 $
(2.3) $

1.3 $

(9.6) $

8.5 $

43.8 $

1.6 $

(20.9) $

(23.4)
- $
(22.5) $

0.3
1.2
1.5 $

7.0
7.0 $

20.7
2.1
0.1
22.9 $

27.5
0.3
27.8 $

21.8
7.3
29.1 $

(5.7)
7.0
1.3
$
-

1.1
5.2
(0.1)
-6.2

$

(11.1) $

1.5 $

20.9 $

(26.2) $

(50.0) $

$

(11.1)
- $

1.5
- $

20.9
- $

(26.2)
- $

(50.0)
- $

(23.8)
- $
(23.8)
- $

(70.9)
(70.9)
-

(1.3) $

15.6 $

8.9 $

(5.7) $

14.3 $

11.7 $

$

7.5
0.8
8.3 $

9.0
(0.9)
8.1 $

0.8
0.8 $

0.9
0.9 $

0.9
0.9 $

11.3
0.1
11.4 $

12.5
12.5 $

9.6
9.6 $

1.6
1.6 $

4.7
0.2
4.9 $

2.0
2.0 $

(0.5)
1.3
0.8 $

0.3
1.0
1.3 $

$

6.9 $ (29.8) $ (23.1) $

0.2 $

0.5 $

(2.2) $

4.2 $

(3.6) $ (15.3) $

12.7 $

6.8 $

0.2 $

(3.1) $

-

0.2
- $

0.5
- $

(2.2)
- $

4.2
- $

12.7
- $

6.8
- $

0.2
- $

(3.1)
- $

-

$

361.0
125.0
179.0
68.9
733.9 $
-

46.2 $

1.4 $

-

366.4
123.0
199.7
68.1
757.3 $
-

57.1 $

1.0 $

15.2 $ (21.6) $ (15.0) $

$
-

2.2 $

$

-

-

356.7
119.9
185.9
(1.2)
53.1
(1.2) $ 715.6 $
0.1
(0.1)
-

INVESTMENT TRANSFERS
31 Transfer To (From) Plant Fund
32 Transfer To (From) Quasi Endowments
33 Repair & Replacement Transfers
34 Internal Bank Transfers

35 Total Investment Transfers
Net Results
36 Total Transfer To (From) Reserve

37 Adjusted Net Results

$

6.9
- $

9.1
(0.9)
8.2 $
(29.8)
- $

(23.1)
- $

(3.6)
- $

(15.3)
- $

-


<table>
<thead>
<tr>
<th>REVENUES</th>
<th>FY19 Actual</th>
<th>FY20 Budget</th>
<th>FY20 Forecast</th>
<th>FY19 Actual</th>
<th>FY20 Budget</th>
<th>FY20 Forecast</th>
<th>FY19 Actual</th>
<th>FY20 Budget</th>
<th>FY20 Forecast</th>
<th>FY19 Actual</th>
<th>FY20 Budget</th>
<th>FY20 Forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 State Appropriations</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>2 Gross Undergraduate Tuition &amp; Fees</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>3 Undergraduate Financial Aid</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>4 Net Undergraduate Tuition &amp; Fees</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>5 Gross Graduate Tuition &amp; Fees</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<td>25 Depreciation</td>
<td>FY20 Actual: 1.1</td>
<td>FY20 Budget: 0.8</td>
<td>FY20 Forecast: 56.4</td>
<td>FY20 Budget: 56.4</td>
<td>FY20 Forecast: 56.4</td>
<td>FY20 Actual: 56.4</td>
<td>56.4: 50.1</td>
<td></td>
<td></td>
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<tr>
<td>26 Total Direct Expenses</td>
<td>FY20 Actual: 8.6</td>
<td>FY20 Budget: 7.5</td>
<td>FY20 Forecast: 7.5</td>
<td>FY20 Budget: 7.5</td>
<td>FY20 Forecast: 7.5</td>
<td>FY20 Actual: 7.5</td>
<td>7.5: (2.0)</td>
<td></td>
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<tr>
<td>27 Capital Cost Allocation</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<td></td>
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<tr>
<td>28 Total Expenses &amp; Expense Allocations</td>
<td>FY20 Actual: 8.6</td>
<td>FY20 Budget: 7.5</td>
<td>FY20 Forecast: 7.5</td>
<td>FY20 Budget: 7.5</td>
<td>FY20 Forecast: 7.5</td>
<td>FY20 Actual: 7.5</td>
<td>7.5: (2.0)</td>
<td></td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>29 Contributions</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<td></td>
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<tr>
<td>30 Results of Operations</td>
<td>FY20 Actual: (0.3)</td>
<td>FY20 Budget: 2.4</td>
<td>FY20 Forecast: 2.0</td>
<td>FY20 Budget: 2.0</td>
<td>FY20 Forecast: 2.0</td>
<td>FY20 Actual: 2.0</td>
<td>2.0: 0.1</td>
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<td></td>
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<tr>
<td>31 Transfer To (From) Plant Fund</td>
<td>-</td>
<td>-</td>
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<td>-</td>
<td>-</td>
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<td>-</td>
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<td>32 Transfer To (From) Quad Endowments</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>33 Repair &amp; Replacement Transfers</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<td>-</td>
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<td></td>
</tr>
<tr>
<td>34 Internal Bank Transfers</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<td></td>
</tr>
<tr>
<td>35 Total Investment Transfers</td>
<td>FY20 Actual: (0.1)</td>
<td>FY20 Budget: 2.3</td>
<td>FY20 Forecast: 2.5</td>
<td>FY20 Budget: 2.5</td>
<td>FY20 Forecast: 2.5</td>
<td>FY20 Actual: 2.5</td>
<td>2.5: 2.4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>36 Net Results</td>
<td>FY20 Actual: (0.3)</td>
<td>FY20 Budget: 2.4</td>
<td>FY20 Forecast: 2.5</td>
<td>FY20 Budget: 2.5</td>
<td>FY20 Forecast: 2.5</td>
<td>FY20 Actual: 2.5</td>
<td>2.5: 2.0</td>
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<tr>
<td>37 Adjusted Net Results</td>
<td>FY20 Actual: (0.3)</td>
<td>FY20 Budget: 2.4</td>
<td>FY20 Forecast: 2.5</td>
<td>FY20 Budget: 2.5</td>
<td>FY20 Forecast: 2.5</td>
<td>FY20 Actual: 2.5</td>
<td>2.5: 2.0</td>
<td></td>
<td></td>
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### Exhibit C1 - FY20 Balance Sheet Forecast

Ohio University Statement of Net Position (Balance Sheet)

<table>
<thead>
<tr>
<th></th>
<th>Actual</th>
<th>Forecast</th>
<th>Variance</th>
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<tbody>
<tr>
<td></td>
<td>June 30, 2018</td>
<td>June 30, 2019</td>
<td>June 30, 2020</td>
</tr>
<tr>
<td>1 Cash &amp; Cash Equivalents</td>
<td>72.6</td>
<td>101.7</td>
<td>48.5</td>
</tr>
<tr>
<td>2 Restricted Cash &amp; Cash Equivalents</td>
<td>69.7</td>
<td>58.5</td>
<td>61.3</td>
</tr>
<tr>
<td>3 Investments</td>
<td>613.8</td>
<td>628.1</td>
<td>603.2</td>
</tr>
<tr>
<td>4 Capital Assets-net of depreciation</td>
<td>1,042.2</td>
<td>1,067.0</td>
<td>1,164.2</td>
</tr>
<tr>
<td>5 Accounts Receivable, Prepaids &amp; Other Assets</td>
<td>97.4</td>
<td>85.3</td>
<td>85.3</td>
</tr>
<tr>
<td>6 Deferred Outflows of Resources: Pension, OPEB, Bond</td>
<td>117.9</td>
<td>130.9</td>
<td>129.8</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td><strong>$ 2,013.6</strong></td>
<td><strong>$ 2,071.5</strong></td>
<td><strong>$ 2,092.3</strong></td>
</tr>
<tr>
<td>7 Accounts Payable &amp; Accrued Liabilities &amp; Other</td>
<td>107.2</td>
<td>116.6</td>
<td>108.4</td>
</tr>
<tr>
<td>8 Unearned Revenue</td>
<td>39.4</td>
<td>41.6</td>
<td>38.4</td>
</tr>
<tr>
<td>9 Net Pension &amp; OPEB Liabilities</td>
<td>510.0</td>
<td>518.1</td>
<td>518.1</td>
</tr>
<tr>
<td>10 Bonds &amp; Notes Payable-net of premium &amp; capital leases</td>
<td>635.7</td>
<td>617.6</td>
<td>660.7</td>
</tr>
<tr>
<td>11 Deferred Inflows of Resources: Pension, OPEB, Bond</td>
<td>62.3</td>
<td>69.3</td>
<td>71.8</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>$ 1,354.6</strong></td>
<td><strong>$ 1,363.2</strong></td>
<td><strong>$ 1,397.2</strong></td>
</tr>
<tr>
<td>12 Net Investment in Capital Assets</td>
<td>663.4</td>
<td>683.5</td>
<td>710.5</td>
</tr>
<tr>
<td>13 Restricted - Non expendable</td>
<td>22.6</td>
<td>22.7</td>
<td>22.8</td>
</tr>
<tr>
<td>14 Restricted - Expendable</td>
<td>33.0</td>
<td>29.8</td>
<td>31.8</td>
</tr>
<tr>
<td>15 Unrestricted</td>
<td>395.6</td>
<td>429.8</td>
<td>387.5</td>
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<tr>
<td>16 Net effect of GASB 68 &amp; 75</td>
<td>(455.6)</td>
<td>(457.5)</td>
<td>(457.5)</td>
</tr>
<tr>
<td><strong>Total Net Position</strong></td>
<td><strong>$ 659.0</strong></td>
<td><strong>$ 708.3</strong></td>
<td><strong>$ 695.1</strong></td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES AND NET POSITION</strong></td>
<td><strong>$ 2,013.6</strong></td>
<td><strong>$ 2,071.5</strong></td>
<td><strong>$ 2,092.3</strong></td>
</tr>
</tbody>
</table>
## Exhibit D1 - FY20 Investment Return Forecast

### Summary by Investment Pool

<table>
<thead>
<tr>
<th>Investment Pool</th>
<th>Central &amp; Admin. Ops</th>
<th>Reserves &amp; Subvention</th>
<th>Operating Units</th>
<th>Endowment/Loans</th>
<th>Century Bond</th>
<th>Internal Bank</th>
<th>Non-Operating Units</th>
<th>Component Units</th>
<th>FY Forecasts Total</th>
<th>FY Total Return</th>
<th>FYTD Return</th>
<th>Forecasted Return through FYE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-Pooled Investments</td>
<td>0.0</td>
<td>0.0</td>
<td>-</td>
<td>-</td>
<td>0.0</td>
<td>-</td>
<td>0.0</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Subtotal - Non-Pooled Russ</td>
<td>0.0</td>
<td>-</td>
<td>0.0</td>
<td>-</td>
<td>0.0</td>
<td>-</td>
<td>0.0</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>OU Tier II Working Capital</td>
<td>-</td>
<td>-</td>
<td>2.9</td>
<td>2.9</td>
<td>2.9</td>
<td>2.9</td>
<td>2.2%</td>
<td>1.8%</td>
<td>2.2%</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>OU Tier III Working Capital</td>
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<td>-</td>
<td>1.6</td>
<td>1.6</td>
<td>1.6</td>
<td>1.6</td>
<td>2.7%</td>
<td>3.4%</td>
<td>3.8%</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>OU Tier IV Working Capital - Student</td>
<td>-</td>
<td>-</td>
<td>0.4</td>
<td>0.4</td>
<td>0.4</td>
<td>0.4</td>
<td>4.0%</td>
<td>5.0%</td>
<td>5.0%</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
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<tr>
<td>OU Tier IV Working Capital - Div Pool</td>
<td>4.5</td>
<td>4.5</td>
<td>(8.2)</td>
<td>(8.2)</td>
<td>(3.7)</td>
<td>(3.7)</td>
<td>6.6%</td>
<td>-3.0%</td>
<td>-3.0%</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
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<tr>
<td>OU Tier IV Working Capital - Div Pool</td>
<td>(0.8)</td>
<td>(0.8)</td>
<td>-</td>
<td>-</td>
<td>(0.8)</td>
<td>-</td>
<td>6.6%</td>
<td>-3.0%</td>
<td>-3.0%</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
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<tr>
<td>OUF Tier II Working Capital</td>
<td>-</td>
<td>-</td>
<td>(3.2)</td>
<td>(3.2)</td>
<td>(3.2)</td>
<td>(3.2)</td>
<td>6.6%</td>
<td>-3.0%</td>
<td>-3.0%</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>OU Endowment</td>
<td>-</td>
<td>-</td>
<td>(14.2)</td>
<td>(14.2)</td>
<td>(14.2)</td>
<td>(14.2)</td>
<td>6.6%</td>
<td>-3.0%</td>
<td>-3.0%</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>OU Tier II Working Capital - Div Pool</td>
<td>(0.8)</td>
<td>(0.8)</td>
<td>-</td>
<td>-</td>
<td>(0.8)</td>
<td>-</td>
<td>6.6%</td>
<td>-3.0%</td>
<td>-3.0%</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Century Bond Diversified Pool</td>
<td>-</td>
<td>-</td>
<td>(17.4)</td>
<td>-</td>
<td>(17.4)</td>
<td>-</td>
<td>6.6%</td>
<td>-3.0%</td>
<td>-3.0%</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Century Bond Conservative Pool</td>
<td>-</td>
<td>-</td>
<td>(0.1)</td>
<td>(0.1)</td>
<td>(0.1)</td>
<td>-</td>
<td>6.6%</td>
<td>-3.0%</td>
<td>-3.0%</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Century Bond Long-Term Pool</td>
<td>-</td>
<td>-</td>
<td>1.1</td>
<td>1.1</td>
<td>1.1</td>
<td>-</td>
<td>2.5%</td>
<td>27.9%</td>
<td>28.4%</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
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<tr>
<td>Century Bond Short-Term Pool</td>
<td>-</td>
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<td>(2.9)</td>
<td>(2.9)</td>
<td>(2.9)</td>
<td>-</td>
<td>6.6%</td>
<td>-1.2%</td>
<td>-1.2%</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Century Bond Short-Term Pool</td>
<td>-</td>
<td>-</td>
<td>0.8</td>
<td>0.8</td>
<td>0.8</td>
<td>-</td>
<td>1.5%</td>
<td>2.6%</td>
<td>2.9%</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Subtotal - Century Bond</td>
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<td>-</td>
<td>(12)</td>
<td>(12)</td>
<td>(12)</td>
<td>-</td>
<td>1.5%</td>
<td>2.6%</td>
<td>2.9%</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
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<tr>
<td>Component Units</td>
<td>-</td>
<td>-</td>
<td>(17.4)</td>
<td>(12)</td>
<td>(3.4)</td>
<td>(22.0)</td>
<td>(0.2)</td>
<td>(18.5)</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
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</tbody>
</table>

1. The Expected Annual Return is based on our investment advisors’ assessment of market circumstances. These expectations are revised periodically and used to forecast investment income.
2. The FYTD Return represents the actual return on our investment portfolios for the fiscal year to date through April 2020.
3. The Forecasted Return through FYE represents the estimated actual return on our investment portfolios through April 2020 plus the expected return for the remaining months of the fiscal year.
### Strategic Reserve Balance

<table>
<thead>
<tr>
<th></th>
<th>FY19 Actual</th>
<th>FY20 Budget</th>
<th>FY20 Forecast</th>
<th>Variance</th>
<th>Variance Explanation</th>
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<tr>
<td><strong>Beginning Balance</strong></td>
<td>$25.2</td>
<td>$23.0</td>
<td>$23.0</td>
<td></td>
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<tr>
<td><strong>Funding</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Investment Income</td>
<td>$4.5</td>
<td>$4.5</td>
<td>$4.5</td>
<td>$-</td>
<td></td>
</tr>
<tr>
<td>SSI</td>
<td>$2.9</td>
<td>$3.0</td>
<td>$3.0</td>
<td>$-</td>
<td></td>
</tr>
<tr>
<td>SSI - Additional Surplus/Deficit</td>
<td>$3.5</td>
<td>$3.4</td>
<td>$1.1</td>
<td>$(2.3)</td>
<td>See SSI Forecast</td>
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<tr>
<td>Tuition - 2% Holdback</td>
<td>$(2.6)</td>
<td>$4.5</td>
<td>$4.5</td>
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<td></td>
</tr>
<tr>
<td>FY20 Enrollment Adjustment</td>
<td>$-</td>
<td>$(2.1)</td>
<td>$(7.4)</td>
<td>$(5.3)</td>
<td>See Athens UG Tuition Forecast</td>
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<tr>
<td>Fund Balance</td>
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<td>$0.3</td>
<td>$6.0</td>
<td>$5.7</td>
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<tr>
<td><strong>Subtotal</strong></td>
<td>$8.3</td>
<td>$13.6</td>
<td>$11.7</td>
<td>$(1.9)</td>
<td>Increased Revenues from OTO SSI</td>
</tr>
<tr>
<td><strong>Investments</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Infrastructure</td>
<td>$0.4</td>
<td>$1.0</td>
<td>$0.6</td>
<td>$(0.4)</td>
<td>Reduced FSE expenditures</td>
</tr>
<tr>
<td>Community and Economic Development</td>
<td>$1.2</td>
<td>$4.8</td>
<td>$3.4</td>
<td>$(1.4)</td>
<td>Reduced Tech Growth and MRC Support</td>
</tr>
<tr>
<td>Student Success and Programs</td>
<td>$1.9</td>
<td>$1.5</td>
<td>$1.9</td>
<td>$-</td>
<td></td>
</tr>
<tr>
<td>Academic and Research Programs</td>
<td>$5.9</td>
<td>$2.2</td>
<td>$11.6</td>
<td>$9.4</td>
<td>Forecast Includes VSRP/ERIP</td>
</tr>
<tr>
<td>Presidential Priorities &amp; Strategic Pathways</td>
<td>$1.0</td>
<td>$2.5</td>
<td>$2.4</td>
<td>$(0.1)</td>
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</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>$10.5</td>
<td>$12.0</td>
<td>$19.9</td>
<td>$7.9</td>
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</tr>
<tr>
<td><strong>Ending Balance</strong></td>
<td>$23.0</td>
<td>$24.5</td>
<td>$14.7</td>
<td>$(9.8)</td>
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</tr>
</tbody>
</table>
### SB 6 Ratios and Scores - Excluding GASB 68 & 75

<table>
<thead>
<tr>
<th>(in millions $)</th>
<th>Actual FY18</th>
<th>Forecast FY19</th>
<th>Forecast FY20</th>
<th>variance FY19 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expendable net assets (A)</td>
<td>428.7</td>
<td>459.7</td>
<td>419.3</td>
<td>(40.4)</td>
</tr>
<tr>
<td>Plant debt (B)</td>
<td>609.0</td>
<td>592.8</td>
<td>652.9</td>
<td>60.1</td>
</tr>
<tr>
<td>Revenues, operating + nonoperating (C)</td>
<td>786.2</td>
<td>786.1</td>
<td>730.2</td>
<td>(55.9)</td>
</tr>
<tr>
<td>Operating expenses (including interest expense) (D)</td>
<td>718.1</td>
<td>727.9</td>
<td>734.7</td>
<td>6.8</td>
</tr>
<tr>
<td>Increase in total net assets (E)</td>
<td>60.7</td>
<td>51.4</td>
<td>(13.2)</td>
<td>(64.6)</td>
</tr>
</tbody>
</table>

**Ratios:**
- Viability Ratio (A/B): 70.4% | 77.5% | 64.2%
- Primary Reserve Ratio (A/D): 59.7% | 63.2% | 57.1%
- Net Income Ratio (E/C): 7.7% | 6.5% | -1.8%

**Scores (out of 5):**
- Viability Ratio: 3.0 | 3.0 | 3.0
- Primary Reserve Ratio: 5.0 | 5.0 | 5.0
- Net Income Ratio: 5.0 | 5.0 | 1.0

**Composite Score:**
- Viability Ratio (30%): 0.9 | 0.9 | 0.9
- Primary Reserve Ratio (50%): 2.5 | 2.5 | 2.5
- Net Income Ratio (20%): 1.0 | 1.0 | 0.2

**SB 6 Composite Score (Excluding GASB 68 & 75):** 4.4 | 4.4 | 3.6
Income Statement

Column structure & definitions:
GAAP adjusted totals are inclusive of all funds (for example: gifts, investment income, endowment distributions) and are broken down into the following columns:

- **Operating unit subtotals:**
  - Athens campus colleges and schools, inclusive of all HCOM locations
  - Regional campuses
  - Auxiliaries (Culinary, Housing, Athletics, Printing, Parking & Transportation)
  - Central and Administrative Operations
  - Reserves (Strategic Opportunity Reserve, Central Reserves)

- **Central Forecasting Adjustments** (NEW) – adjustments recorded centrally to the forecasts submitted by planning units based on historical trending and revised or updated assumptions

- **Non-Operating unit subtotals:**
  - Endowment – activity includes
    - Draw from the endowment in support of spending policy (6% draw) which funds the endowment distributions recorded as revenue to operating units.
    - Earnings to endowment from investment performance
    - Increases from cash received against endowment pledges and new gifts to the endowment
    - Transfers from/to operations to/from quasi endowments
  - Capital – fiscal year activity supporting capitalized projects
    - Expenses reflected include spend for capitalized facility projects and respective operating costs for the fiscal year
    - Revenues reflect external dollars received in support of the expenditures
    - Transfers reflect institutional funding designated to support capital projects. Funding transfers usually precede expenditures; therefore, bottom-line reflects either increases to, or draws against, capital funding set asides for that year.
  - Century Bond (CB) – CB / Deferred Maintenance Program - $250M in bonds; 100-year maturity
    - $250M fixed rate, bullet maturity, taxable bond proceeds received in late November 2014; invested in accordance with the CB OUF and OU approved Investment policy
      - $160M invested and funding $10M/year draws to fund deferred maintenance capital projects and $90M to fund a series of utility and deferred maintenance projects
    - Activity in column includes returns from investments, external debt service payments to bond holders, internal debt service payments from internal loans (which funds the external debt service), and transfers to the capital projects
  - Internal Bank – working capital portion of net assets; invested in accordance with the Board approved working capital investment policy
    - Includes accumulated fund balances in the operating units, central reserves from operations, and realized and unrealized gains/losses from investment performance on those funds
    - Excludes endowment funding and bond funding
- **Component Units** – Tech Growth Ohio & OUF subsidiaries consolidation – Subsidiary activity is required to be consolidated for financial statement presentation. In consolidation the revenues and expenditures of these subsidiaries are recorded to the summarized categories reflected.

- **Financial Statement Adjustments** – GAAP (Generally Accepted Accounting Principles) adjustments required for external audited financial statements
  - Adjustments include entries to adjust GASB 68 pension and GASB 75 health benefit unfunded liabilities; elimination of capital expenditures and addition of depreciation; elimination of bond principal payments; debt premium, discount, and refunding amortizations; and multiple year-end accruals.

**Row Structure & Definitions (# line items)**

**Revenues**

**#1 State Appropriations** – State Share of Instruction (SSI) is an annual appropriation from the State of Ohio that subsidizes the cost of education for Ohio residents. The University’s SSI is determined by course completions (32%), degree completions (50%) and medical school funding (12%), and doctoral funding (7%). In addition to SSI, a series of specific line-item appropriations provide support for the Voinovich School, HCOM and University Libraries. Funds are received in monthly installments.

**#1 State Appropriations – Capital** – The State of Ohio’s biennial Capital Budget provides appropriations for the repair, reconstruction and construction of capital assets. State capital revenue is recognized (and funded by the State) once expenditures have been made, not when appropriated. As a result, any individual university fiscal year budget may include funding from multiple years of state capital appropriations. This rolls up into Line #1 State Appropriations.

**#2-4 Undergraduate (UG) Tuition & Fees (net of Financial Aid)** – Gross tuition and fees are inclusive of instructional, non-resident and general fees, and technology, course, and program fees associated with traditional and eCampus programs. Net Tuition & Fees reflects the offset of financial aid scholarships and grants.

**#5-7 Graduate Tuition & Fees (net of Financial Aid)** – Gross tuition and fees are inclusive of instructional, non-resident and general fees, and technology, course, and program fees associated with the College of Medicine and the traditional and eCampus Graduate programs. Net Tuition & Fees reflects the offset of graduate fee waivers.

**#8 Room & Board** – Residential Housing and Culinary Services project room and board revenues based on the number of students living in the dormitories and participating in meal plans. These enrollments are a function of the freshman class size and the number of returning sophomores that are subject to the two-year residential requirement (which requires students to reside on campus for two full years and carry an associated meal plan). Culinary also receives revenue from faculty and staff purchase of meal plans as well as retail sales.

**#9 Grants & Contracts** – Grants and Contracts include the reimbursement of direct expenses incurred on sponsored projects. Excluded are grants for financial aid which are netted against tuition revenues, state capital grants (included in #2 above), and state line item appropriations (included in #1 above).

**#10 Facilities & Administrative (F&A) Cost Recovery** – Facilities & Administrative Cost Recovery represents the dollars recovered from sponsored projects for F&A (indirect) costs associated with grants and contracts. F&A revenue will fluctuate as the portfolio of Grants & Contracts changes. The negotiated rate of recovery is 51% for research; however, some federal entities and many non-federal entities do not permit reimbursement at this full rate.
Endowment Distributions – The annual endowment distribution is equal to the product of a 6% spending rate and the endowment's average market value for the trailing 36 months (ending December 31). Both true and quasi-endowments are subject to this spending policy. The 6% spending rate is comprised of a 4% spending allocation to the designated fund purpose and a 2% administrative fee. The spending allocation supports various initiatives, as specified in the gift agreement, such as scholarships and fellowships, chairs and professorships, research activities, and general support of academic units. The administrative fee provides general support for the operations of the Foundation.

Gift Contributions – Gifts include all non-endowed (expendable) and endowed gifts to the University. Expendable gifts include both operating and capital gifts. Gifts are recorded as revenue by these operating units in the year that the cash is received.

Investment Income – Investment income represents the interest, dividends, realized gains (losses) and unrealized gains (losses) earned on the short- and long-term investment pools of the University. Operating investment income supports the operations of the Foundation and the Strategic Opportunity Reserve, while non-operating investment income is earned by the Endowment, the Century Bond Program, and the Internal Bank. Exhibit D provides additional detail about investment income.

Internal & External Sales – Internal sales represent intercompany activity with the selling unit recording the revenue and the purchasing unit having the offsetting expense included in operating expenses. The activity is primarily budget neutral and includes such items as transportation, catering, workshops, mail, printing, and services provided by Facilities Management not covered in general maintenance SLAs. External sales primarily include royalties, rebates, professional services, NCAA revenue, land & facility rentals, computer sales & noncredit instruction, along with many other smaller items and may result in net revenue to the applicable unit.

Administrative Cost Distribution – Represents the funding provided to administrative units to support their operating costs. This pool of funding is collected via the Contribution Margin and is charged to Academic Colleges and Auxiliary Units (Responsibility Centers) based on their respective operating margins.

Funding Transfers – Identify the movement of operating funds. Funding transfers can be categorized into three main categories:

- Funding Within a Planning Unit
- Funding Transfers Across Planning Units
- Foundation Related Transfers

Salaries, Wages, & Other Payroll – Represents the total pay for all employees and student workers including other compensation such as cash awards and allowances for auto, broadband, uniforms and housing. This is the university’s largest expenditure line item, roughly 50% of direct expenses.

Benefits – The university’s comprehensive benefits program includes retirement contributions, health and welfare insurances, educational benefits, and legally mandated and other miscellaneous costs averaging 32% of total salaries and wages, 16% of total direct expenses. Health and welfare and retirement expenses account for roughly 84% of overall benefits costs and vary proportionately with salaries and wages forecasts.

Supplies, Service, & Capital Costs (includes Supplies & Services, Professional Services, Occupancy & Maintenance, Cost of Goods Sold, Capital Costs and Other Operating Expenses) – Expenses incurred through the normal operations of the university including supplies, occupancy, repairs and maintenance, utilities, professional services, and costs of sales. Forecasted increases and decreases in many revenue categories effect, and may partially offset, expenses in this category.
Capital costs are included in the operating budget for internal reporting purposes and represent CIP project expenditures and purchases of equipment for research or operations projected for the fiscal year. For financial statement purposes, capital costs are eliminated via accounting adjustments to book Capital Assets to the Balance Sheet.

#22-24 Internal and External Debt Service (Principal & Interest) – Internal loans are issued according to guidelines administered by Treasury Management for major equipment purchases, remodeling, new construction projects or other approved uses. Internal loans are charged to departments to reserve funds to pay for external debt service. The Century Bond and the Internal Bank receive the internal loan payments and then pay the external debt service principal and interest obligations. For financial reporting purposes, principal payments are eliminated.

#25 Depreciation – When capitalized costs are eliminated via financial statement adjustments, depreciation expense is reforecast and adjusted. Depreciation expense is recorded as a Non-Operating activity. A ½ year of depreciation is recorded in the year of capitalization.

#27 Capital Cost Allocations – Charges to colleges to recover the cost of central internal debt service.

#28 - Contribution Margin – Negotiated charges assessed to Responsibility Centers based on their operating results; represents the collection of funding used to support the administrative units that receive control total support.

**Investment Transfers**

#31 Transfers To (From) Plant Fund – Represents the transfer of funds from operations to be used for approved projects and renovations. Transfers To (From) net to zero.

#32 Transfer To (From) Quasi Endowments – Represents the transfer to/from operations for quasi endowments. Transfers to Quasi Endowments are included in the financial forecast only for Quasi Endowments established by the Board of Trustees. Proposed Quasi Endowments will be incorporated into the financial forecast after Board of Trustees resolution approval. Transfers To (From) net to zero.

#33 Repair & Replacement Transfers – This line should always be zero. Repair and Replacement transfers are identified by a Repair and Replacement Source Code.

#34 Internal Bank Transfers – Transfers to operating units for non-capital projects (e.g., operating deficit loans, King Air upgrades).

#36 Transfers To (From) Operating Reserve – Represents the amount that units are drawing from reserves to cover current year operations (negative) or the amount that units are adding into reserves (positive). The annual budget includes the planned utilization of reserves / net assets to support one-time only investments and provide bridge funds for initiative startups. Transfers To (From) net to zero.

**Balance Sheet**

#1 Cash & Cash Equivalents – Cash consists primarily of petty cash, cash in banks, and money market accounts. Cash equivalents are short-term highly liquid investments readily convertible to cash with original maturities of three months or less.
#2 Restricted Cash & Cash Equivalents – Includes funds that are restricted for capital project expenditures subject to note and bond agreements and construction escrow deposits.

#3 Investments – Investments are carried at fair value and are comprised of the Endowment, Century Bond, and working capital investment pools, which are invested across a diversified portfolio of asset classes, including absolute return, fixed income, public equity, natural resources, private equity, and real estate. Also included is the investment in TechGrowth Ohio.

#4 Capital Assets-net of depreciation – Includes spending for capitalizable buildings, infrastructure, equipment & CIP. Capital assets are recorded at cost and depreciated over their useful life. Depreciation is calculated on the straight-line method over the estimated useful life of the asset; ½ year of depreciation is recognized in the year of acquisition.

#5 Accounts Receivable, Prepaids & Other Assets – Includes amounts due for tuition and fees, grants and contracts, and auxiliary enterprises, royalty receivable, and intercompany receivable from activity transacted between Ohio University and the Ohio University Foundation. Uncollectible amounts have been reserved. Prepaids and inventory balances are also included in this category.

#6 Deferred Outflows of Resources - Deferred charges on bond refunding and future outflows related to net pension liability and net other postemployment benefit liability (OPEB).

#7 Accounts Payable & Accrued Liabilities & Other – Includes vendor accounts payable, accrued payroll, benefits & withholdings, accrued Worker’s Compensation tail claims, deposits for student health insurance and agency scholarship deposits.

#8 Unearned Revenue – This line item is mainly Summer tuition revenue that is not earned as of 6/30 and is deferred. This amount may fluctuate from year to year with the timing of the start of the summer sessions and with the total amount of Summer tuition.

#9 Net Pension & OPEB Liabilities – Pension and OPEB fiduciary net positions are forecast at each fiscal year-end when information is available.

#10 Bonds & Notes Payable-net of premium & capital leases – Includes bond and capital lease principal payments and amortization of bond premium.

#11 Deferred Inflows of Resources- - Includes the continuing amortization of the refunding of prior bonds and the University’s deferred inflows of resources related to the net pension liability and OPEB liability.

#12 Net Position in Capital Assets - GASB 34/35 requires that Investment in Capital Assets be reflected net of any outstanding debt and depreciation. If there are significant unspent debt proceeds at year-end, the portion of the debt attributable to the unspent proceeds should not be included.

#13 Restricted – Nonexpendable - The restricted-nonexpendable net asset balance represents the value of the University Endowment corpus. There are relatively few new donations to the University endowment.

#14 Restricted – Expendable - The restricted-expendable net asset balance includes fund balances associated with restricted funds such as externally funded grants and loans, restricted capital funds, restricted component unit fund balances and the expendable portion of University endowments.

#15 Unrestricted - The forecasted unrestricted net position includes funds internally designated for planning units, reserves or commitments.
#16 Net effect of GASB 68 & 75 - This includes the impact of the GASB 68 & 75 requirements for booking the unfunded pension & OPEB liabilities.
Governance and Compensation Committee Meeting
RESOLVED, that Dr. David R. Moore be elected Secretary to the Board of Trustees for a term beginning July 1, 2020 and ending June 30, 2021.
ELECTION OF TREASURER
RESOLUTION 2020 -

RESOLVED, that Deborah Shaffer be elected Treasurer of the Board of Trustees for the year beginning July 1, 2020, and ending June 30, 2021.
AUTHORIZATION TO IMPLEMENT RECOMMENDED CHANGES TO UNIVERSITY POLICIES AND PROCEDURES GOVERNING CLASSIFIED CIVIL SERVICE EMPLOYEES

RESOLUTION 2020-

WHEREAS, the 126th Ohio General Assembly enacted H.B. 187, which revised the Ohio civil service laws and granted authority to the Ohio University Board of Trustees to implement policies and procedures that are applicable to civil service employees that satisfy the requirements of the Ohio Revised Code 124; and

WHEREAS, the Board of Trustees in Resolution 2007-3017, authorized the Department of Human Resources in conjunction with the Office of Legal Affairs to review current and create new Ohio University policies and procedures that are applicable to civil service employees in accordance with H.B. 187; and

WHEREAS, the Department of Human Resources has completed such review and, in conjunction with the Office of Legal Affairs, created new policies and procedures intended to modernize the rules applicable to civil service employees with regard to the performance, discipline, and termination process; appointments; employee leave; and the layoff and reduction-in-force process; and

WHEREAS, the University recognizes that, as labor markets change, it must be able to act with speed and agility to recruit and retain the most talented and diverse personnel, and be poised to react nimbly to changes across higher education, whether brought about by shifting markets, technological innovations, or by a crisis or natural disaster.

NOW, THEREFORE, BE IT RESOLVED that the proposed recommendations to opt-out of specific Classified Civil Service policies and procedures set forth in Ohio Revised Code 124, as found in the document attached and marked as Exhibit A, are hereby approved.

BE IT FURTHER RESOLVED that the President or his designee, barring any material changes following the required 30 day notice period, is hereby authorized to immediately review, create, implement and maintain any necessary policies, procedures and guidelines to accompany and execute the recommendations set forth in Exhibit A to replace the corresponding provisions of the Ohio Revised and Administrative Codes, and govern Classified Civil Service employees of the University.
EXHIBIT A

CLASSIFIED CIVIL SERVICE MODERNIZATION – PROPOSED RULE CHANGES

As we are all aware, there are a number of factors continually shaping our university and the world around us. As labor markets change, we must act with speed and agility to recruit and retain the most talented and diverse talent and, as the state of higher education continues to evolve, so too has the nature of the work across our campus shifted to take on new, innovative functions and structures. With this in mind, it is time for Ohio University to address unnecessarily antiquated regulations regarding classified civil service.

To ensure that our workforce may adjust to meet modern needs, University Human Resources is outlining proposed classified civil service modernization efforts as allowed by House Bill 187 and resolution 2007-3017 approved by Ohio University Board of Trustees. As part of these efforts, we are proposing to opt out of the following provisions of the Ohio Revised and Ohio Administrative Code Sections.

PERFORMANCE, DISCIPLINE, AND TERMINATION PROCESS

Ohio Revised Code § 124.321: Reductions in work force – layoffs – job abolishment
Ohio Administrative Code § 123:1-31-01: General Procedure for Removals, Reductions, Suspension, or Fines

Proposing a reduction to .75 FTE, or participation in the Ohio Shared Work program or future program of similar nature, will not be considered a reduction in force, layoff or job abolishment and will not entitle employee to exercise displacement rights. Additionally proposing, employees will be placed (if available) within 30 days of layoff.

Ohio Revised Code § 124.34: Reduction in Pay or Position – Suspension – Removal
Ohio Administrative Code § 123:1-29: Performance Evaluation System

Proposing classified civil service employees’ pay may be reduced to achieve budgetary savings, permit the institution to implement a furlough, participate in the Shared Work Ohio program or other similar program, or to achieve other cost saving measures.

Proposing classified non-bargaining unit employees receive an annual performance evaluation in accordance with Ohio University’s performance management schedule. Employee receiving a rating of less than “effective” on their annual evaluation will lose their displacement rights until such time as they receive an “effective” rating.
APPOINTMENTS

Ohio Revised Code § 124.30: Emergency, External Interim, Temporary, or Intermittent Appointments

Proposing temporary appointment be extended from 6 months to 12 months.

Ohio Revised Code § 124.271: Provisional Employees
(Do not propose to opt out of Ohio Administrative Code § 123:1-19 as this code section extends up to 365 calendar days)

Proposing provisional employee status be extended from 120 days to 180 days.

EMPLOYEE LEAVE

Ohio Revised Code § 125.385: Disability Leave Benefits

Proposing to place employee on disability separation without reinstatement after the employee has exhausted all approved FMLA time and/or exhaustion of paid sick leave. We are also proposing a classified civil service non-bargaining unit employee may be granted unpaid leave for medical reasons during 12 weeks of FMLA eligibility only.

LAYOFF AND REDUCTION-IN-FORCE PROCESS

Ohio Revised Code § 124.324: Layoff and Displacement Rights
Ohio Revised Code § 124.326: Layoff Jurisdictions
Ohio Administrative Code § 123:1-41-11: Layoffs (Displacement and appeal rights of employees)

Proposing an employee who is reduced in force and declines placement into an entitled position forfeits their reinstatement rights.

Performance ratings will be used to determine reinstatement rights. An employee who does not achieve at least an “effective” rating on their performance evaluation, will forfeit their reinstatement rights until such a time as an “effective” rating is achieved.

Proposing displacement jurisdiction is first into any vacancies on the current campus within the current classification then in that classification within the work department based on retention points.
Interoffice Communication

Date:       June 1, 2020

To:         The President and Board of Trustees

From:       Deborah J. Shaffer, Senior Vice President Finance & Administration, CFO and Treasurer
            Colleen Bendl, Chief Human Resources Officer

Re:         Classified Civil Service (CCS) Modernization

Included on the Governance and Compensation Committee agenda for the June 2020 Board of Trustees meeting is a request to obtain Board of Trustee approval to modernize classified civil service rules for Ohio University’s classified non-bargaining unit employees. There are a number of factors continually shaping the university and the world around us. As labor markets change, especially during these unprecedented and tumultuous times driven by the Covid-19 global pandemic, we must act with speed and agility in response to changing workforce needs. With this in mind, it is time for Ohio University to address the unnecessarily antiquated regulations regarding our classified civil service (CCS) non-bargaining staff to achieve much needed operational efficiencies.

To provide some background, the Inter-University Council (IUC) Chief Human Resource Officers (CHRO) and Legal Affairs committee members petitioned the legislature for classified civil service (CCS) reform. As a result of this effort, in December of 2006, H.B. 187 was passed permitting each university to adopt new rules related to CCS primarily for the sake of efficiency. Under H.B. 187, the Ohio public four-year institutions of higher education were granted authority to reform the CCS rules and regulations at each institution, as approved by each respective Board of Trustees. As provided in H.B. 187, the Inter-University Council (IUC) of Ohio established guidelines and standards which must be followed by each Board of Trustees during the rule changing process. The Ohio University Board of Trustees passed resolution 2007-3017 permitting University Human Resources and Legal Affairs to create CCS policies and procedures in accordance with H.B. 187 and implement these new polices pursuant to the IUC established guidelines and standards. Each institution may create a set of CCS rules and regulations in the following specific areas:

• classification plans
• compensation
• recruitment, selection, and appointment processes
• performance, discipline, and termination processes
• layoff and reduction-in-workforce processes
• paid leave, holiday leave
• appeal processes for classification, reduction, abolishment, and disciplinary actions
• metrics and measures as appropriate for the above

University Human Resources and the office of Legal Affairs in accordance with the IUC established guidelines is proposing changes to classified civil service rules as detailed in the attached presentation. Areas with proposed rule changes include performance, discipline and the termination process; employee appointments and leaves; and layoff and the reduction in force process.
June 18, 2020

Classified Civil Service (CCS) Modernization

Tab #; pg
Background

IUC CHRO and Legal Affairs committee members collaborated and petitioned the legislature for CCS modernization.

HB 187, CCS reform passed in December 2006.

Ohio University’s Board of Trustees passed Resolution 2007-3017 permitting UHR and Legal Affairs to review and create new CCS policies and procedures in accordance with HB 187.

IUC CHRO and Legal Affairs committee members developed guidelines and communications for implementing HB 187.
Need for CCS Modernization

Changing labor market - universities need to operate with speed and agility to compete for and hire most talented and diverse staff.

Changes in workplace - nature of staff job duties has shifted dramatically requiring a new conceptualizing of employment selection.

Need for efficiency - state funding for higher education has remained flat or declined over the past decade requiring greater efficiency to pursue our mission.

Streamlines the application and hiring process.
Need for CCS Modernization

- Aligns definition of CCS with federal definition of hourly-paid employees under the FLSA
- Regulatory changes - many federal and state laws addressing and ensuring employee protections have been passed (FMLA, ADAAA, etc.)
- Belief that current CCS regulations are unnecessarily antiquated and must be modernized in the best interests of the university, employees and public constituencies.
CCS Modernization Areas Eligible for Review

- Classification plans
- Recruitment, selection and appointment process
- Performance, discipline and termination process
- Layoff and reduction-in-force process
- Employee leaves and holiday leave
- Appeal process for classification, reduction, abolition and disciplinary actions
- Metrics and measures for modernization implementation
CCS Modernization
Areas with proposed rule modifications

- Performance, discipline and termination process
- Appointments
- Employee leave
- Layoff and reduction-in-force process
CCS
Modernization Consultative Process

Consult
Consult with institutional committees, Presidents Cabinet and Classified Senate Chair

Interact
Interact with appropriate constituent group

Draft
Post draft rules in a reasonable and open manner for at least 30 days

Hold
Hold open forums to share information and receive input from stakeholders before final implementation of rule change
Proposed New Rule/Policy
Performance, Discipline, Termination

- Ohio Revised Code § 124.321: Reductions in work force - layoffs- job abolishment
- Ohio Administrative Code § 123:1-31-01: General Procedure for Removals, Reductions, Suspension, or Fines
- Proposing a reduction of hours worked per week or number of months worked per year that does not result in a change in current benefits eligibility, or participation in the Ohio Shared Work program or future program of similar nature, will not be considered a reduction in force, layoff or job abolishment and will not entitle employee to exercise displacement rights.

- Related Policies:
  - 40.041: Change of Classified Position Status
  - 40.046: Layoff and Position Abolishment for Classified Civil Service Employees
Proposed New Rule/Policy
Performance, Discipline, Termination

- Ohio Revised Code § 124.34: Reduction in Pay or Position -Suspension - Removal
- Proposing classified civil service employees’ pay may be reduced to achieve budgetary savings, permit the institution to implement a furlough, participate in the Shared Work Ohio program or other similar program, or to achieve other cost saving measures.
- Proposing classified non-bargaining unit employees receive an annual performance evaluation in accordance with Ohio University’s performance management schedule. Employee receiving a rating of less than “effective” on their annual evaluation will lose their displacement rights until such time as they receive an “effective” rating.

Related Policies:
- 41.016: Employee Furlough
- 40.045: Separations and Reinstatements of Classified Employees
- 40.042: Performance Evaluation for Classified Employees
Proposed New Rule/Policy
Appointments

► Ohio Revised Code § 124.271: Provisional Employees
► Proposing provisional employee status be extended from 120 days to 180 days.
► Related Policies:
   ► 40.042: Performance Evaluation for Classified Employees
Proposed New Rule/Policy

Employee Leave

- Ohio Revised Code § 125.385: Disability Leave Benefits
- Ohio Administrative Code § 123:1-30: Disability Separations - Reinstatement

Proposing to place employee on disability separation after the employee has exhausted all approved FMLA time and/or exhaustion of paid sick leave.

Proposing a classified civil service non-bargaining unit employee may be granted unpaid leave for medical reasons during 12 weeks of FMLA eligibility only.

Related Policies:
- 40.033: Leaves of Absence for Classified Employees
Proposed New Rule/Policy
Layoff and Reduction-in-Force

- Ohio Revised Code § 124.324: Layoff and Displacement Rights
- Ohio Revised Code § 124.326: Layoff Jurisdictions
- Ohio Administrative Code § 123:1-41-11: Layoffs (Displacement and appeal rights of employees)
- Proposing an employee who is reduced in force and declines placement into an entitled position forfeits their reinstatement rights.
- Proposing displacement jurisdiction is first into any vacancies on the current campus within the current classification then in that classification within the work department based on retention points.

Related Policies:
- 40.045: Separations and Reinstatements of Classified Employees
- 40.046: Layoff and Position Abolishment for Classified Civil Service Employees
- 41.015: Reduction-in-Force Benefit Programs for Administrators and Classified Staff
Timeline

4/28
Presentation to Classified Senate

4/29 - UHR finalize draft of proposed rule changes

4/30 - 6/17
Proposed rule changes posted to UHR website & hold open forums

6/22
New rules/policies implemented
Interoffice Communication

Date: June 2, 2020

To: The President and Board of Trustees

From: Barbara U. Nalazek, Deputy General Counsel
       Kerri J. Griffin, Director of the Office of Equity and Civil Rights Compliance and
       Title IX Coordinator

Re: New Title IX Regulations

On March 6, 2020, after a lengthy notice and comment period, the U.S. Department of Education
issued new Title IX regulations. The attached PowerPoint document will provide the basis for a
presentation about these new regulations.

Topics covered include:

- The definition of sexual harassment;
- Jurisdiction;
- The university’s obligations when it has actual knowledge of sexual harassment;
- The definition of a formal complaint;
- Requirements for the grievance process, including investigations;
- Requirements for a live hearing, including cross-examination;
- The standard of evidence;
- Written determinations; and
- Appeals.

The Department of Education has mandated that institutions be in compliance with the new
regulations by August 14, 2021.
Title IX

New Regulations

Office of Equity and Civil Rights Compliance
Kerri J. Griffin
Director and Title IX Coordinator

Office of Legal Affairs
Barbara U. Nalazek
Deputy General Counsel
Title IX

No person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance.
Title IX v. Title VII

Title VII prohibits employers from discriminating with regard to any term, condition or privilege of employment on the basis of race, color, national origin, sex and religion.
Title IX - Definition of Sexual Harassment

- Quid pro quo harassment by a university employee.
- Sexual assault (as defined by the Clery Act), dating violence, domestic violence, or stalking (as defined in the Violence Against Women Act [VAWA]).
- Any unwelcome conduct that a reasonable person would find so severe and pervasive and objectively offensive that it denies a person equal educational access.
  - Compare Title VII - unwelcome conduct that is severe or pervasive.
Title IX - Jurisdiction

- Title IX applies to behavior that occurs in an institution’s **education programs or activities in the United States**.
  - Education programs or activities include locations, events or circumstances over which a school exercises substantial control over both the respondent and the context in which the sexual harassment occurs.
    - Includes any building owned or controlled by a student organization that is officially recognized by the institution. (Example fraternity and sorority houses.)
  - No application outside of the United States.
Under Title IX, if we have actual knowledge of sexual harassment occurring in a program or activity in the United States, we must respond promptly in a manner that is not deliberately indifferent.

Actual knowledge means:
- The Title IX Coordinator knows, or
- An official with authority to institute corrective measures knows.

A response is deliberately indifferent only if it is “clearly unreasonable in light of the known circumstances.”
Our response must include:

- **Supportive measures** for the complainant, regardless of whether there is a formal complaint.
- A **grievance procedure** that complies with the regulations before imposing disciplinary sanctions against a respondent.
- If there is a **formal complaint**, we must **investigate** the sexual harassment allegations.
- Our response must not restrict rights protected under the U.S. Constitution including First Amendment, Fifth Amendment, and Fourteenth Amendment rights.
A formal complaint is a document filed by a complainant or signed by the Title IX Coordinator alleging sexual harassment against a respondent and requesting that the school investigate.

A Title IX Coordinator can sign a formal complaint over the wishes of the complainant only if doing so in not clearly unreasonable in light of the circumstances.
Upon receipt of a formal complaint, the Title IX Coordinator must evaluate the complaint and ensure the allegations, if true, (1) would meet the Title IX definition of sexual harassment, (2) took place in the school’s education program or activity, and (3) against a person in the United States.

- If so, the school must proceed to an investigation in accordance with the requirements of the regulations.
- If not, the school must dismiss the allegations for purposes of Title IX.

> “Such dismissal does not preclude action under another provision of the [school’s] code of conduct.”
Title IX - Grievance Process

- Basic requirements include:
  - Equitable treatment of complainants and respondents.
  - Objective evaluation of all relevant evidence, both inculpatory and exculpatory.
  - A presumption that the respondent is not responsible for the alleged conduct until a determination regarding responsibility is made at the conclusion of the grievance process.
  - Unbiased Title IX personnel, free of conflicts of interest.
  - Training for Title IX personnel.
Title IX - Investigations

- The burden of gathering evidence and the burden of proof is on the school.
- Parties must receive written notice of the details of interviews, hearings, and other meetings.
- Both parties must have an equal opportunity to present witnesses and other inculpatory and exculpatory evidence.
- Both parties must have the same opportunity to select an advisor of the party’s choice.
- Schools must provide all evidence to each party with at least ten days to respond.
- Schools must then provide an investigative report at least ten days prior to a hearing.
Title IX - Live Hearings with Cross-examination

- “The decision-maker(s) must permit each party’s advisor to ask the other party and any witnesses all relevant questions and follow-up questions, including those challenging credibility.
- Cross-examination may not be conducted by a party; it must be conducted by the party’s advisor of choice.
- If a party does not have an advisor present at the hearing, the school must provide an advisor at no charge to conduct the cross-examination on behalf of that party.
- Only relevant questions may be asked on cross-examination, determined by the decision-makers.
- If a party or witness does not submit to cross-examination, the decision maker must not rely on any statement of that party or witness in reaching a determination of responsibility.
  - The decision-maker(s) also cannot draw an inference regarding responsibility based solely on absence from the hearing or a refusal to answer cross-examination questions.
Title IX - Standard of Evidence

- A school is required to state whether the standard of evidence is preponderance of the evidence or the clear and convincing evidence standard.

- The school may choose either standard of evidence, but must use the same standard for all complaints of sexual harassment, whether Title IX or otherwise, and regardless of whether the respondent is a student or employee, including faculty.
Title IX - Written Determinations

- At the conclusion of the live hearing, the decision-maker(s) must issue a written determination regarding responsibility with findings of fact, conclusions regarding whether the conduct occurred, a rationale for the result as to each allegation, any disciplinary sanction imposed on the respondent, and whether remedies will be provided to the complainant.
Both parties may appeal from a determination regarding responsibility and from the school’s dismissal of a complaint.

Grounds for appeal include procedural defect that affected the outcome of the matter, newly discovered evidence that could have affected the outcome, and bias or conflict of interest on the part of Title IX personnel that affected the outcome.
Title IX - Compliance Date

August 14, 2020
Title IX - Questions?

- Kerri Griffin - griffink@ohio.edu - 740-593-9140

- Barb Nalazek - nalazek@ohio.edu - 740-593-2626
Audit and Risk Management Committee Meeting
Interoffice Communication

Date:       June 1, 2020
To:         The President and Board of Trustees
From:       Jeffrey Davis, Chief Audit Executive
Re:         Audit and Risk Management Committee Meeting

Internal Audit will present an update on office activities at the June 19, 2020 Audit and Risk Management Committee meeting. The status of the FY20 audit plan and the proposed FY21 audit plan will be discussed.

Representatives of Crowe, the University’s external auditor, will provide an update on the FY20 external audit.

I will be pleased to answer any questions.
Ohio University

Audit Committee Meeting

March 20, 2020
Ohio University, Ohio University Foundation, Russ Research Center LLC, WOUB-FM, Inn-Ohio of Athens Inc.

We look forward to working with Ohio University and its related entities during this year’s audit process and appreciate the opportunity to discuss various matters related to planning our services and your expectations of us as your independent public accountants.

We want you to understand how we are planning to conduct the engagement to meet your needs and we wish to discuss with you our proposed client service plan and other key issues related to the audit. It is our philosophy to continually improve the quality of our service and we look forward to any comments you or others may have regarding how we serve the University and its related entities.

Thank you for the opportunity to meet with you to discuss this client service plan.

Very truly yours,

Crowe LLP
Overview

• Scope of Services
• Engagement Team
• Audit Planning Activities
• Audit Approach
• Timeline for Delivery of Services
• Contact Information
Scope of Services

• Independent Auditor’s Report on the Financial Statements for Ohio University, Ohio University Foundation, Russ Research Center LLC, WOUB-FM and Inn Ohio at Athens Inc., including report under Government Auditing Standards (and Uniform Guidance for the University)
• Management Letter, as necessary (SAS 115)
• Audit Committee Letter (SAS 114)
• Agreed-upon-procedures performed on the intercollegiate athletic operations as required by NCAA Bylaw 3.2.4.16
Ohio University and Related Entities Engagement Team

Ohio University and Related Entities

Concurring Engagement Partner
Pete Ugo

Signing Engagement Partner
Christine Torres

Assurance Professional Practice
(Technical Review)

Senior Manager
Jonathan Schultz

Senior Staff
Joe DePeder
Audit Planning Activities

- Preparation and planning is a continuous process performed throughout the year
  - Discussion with management
    - Business strategies and risks
    - Results of operations
  - Changes in important business processes
  - Internal control activities
  - Non-routine transactions
  - Contemplated events and transactions
  - Risk of material misstatement due to fraud (SAS 99)
- Interim audit procedures
Audit Approach

• Objective: To form an opinion regarding the fair presentation of the University’s (and other related entities) financial statements.

• In planning and performing our audit, we consider internal control in order to determine our auditing procedures for the purpose of expressing our opinion on the financial statements. An audit does not include examining the effectiveness of internal control and does not provide assurance on internal control.

• We conduct our audit in accordance with auditing standards generally accepted in the United States of America which provides reasonable – not absolute – assurance about whether the financial statements are free of material misstatement, whether caused by error or fraud.

• We have no responsibility to obtain reasonable assurance that misstatements that are not material to the financial statements are detected.
Audit Approach

• Materiality is a matter of professional judgment and is defined as, "the magnitude of an omission or misstatement of accounting information that, in the light of surrounding circumstances, makes it probable that the judgment of a reasonable person relying on the information would have been changed or influenced by the omission or misstatement."

• That definition recognizes that materiality judgments involve both quantitative and qualitative considerations.
Audit Approach – Fraud Risk

• Management Responsibilities Related to Fraud
  • Adopt sound accounting policies
  • Establish and maintain internal control, including controls to prevent, deter and detect fraud
  • Establish proper tone/culture/ethics
• Disclose to audit committee and auditors
  • Any significant deficiencies in internal controls
  • Any fraud involving individuals with a significant role in internal control
Audit Approach – Fraud Risk

• Our Responsibilities Related to Fraud
  • Consideration of fraud risk factors is required by generally accepted auditing standards, which discusses three conditions that are generally present for fraud to occur:
    • Management or employees have incentives or feel pressure to commit fraud.
    • Opportunity exists through controls being absent, weak or overridden.
    • Rationalization due to attitudes or pressures.
  • Audit standards require specific information gathering procedures to be performed by the auditor. Specific inquiry of management and the Audit Committee related to their knowledge of suspected fraud is also required as is inquiry and discussions with others in the organization regarding suspicion of fraud. Directly resulting from these information gathering procedures and discussions is the identification of material fraud risk factors, which require additional procedures to be performed by the auditor to address such identified risk factors.
Audit Approach

• Significant areas of audit emphasis - University:
  • Internal controls over significant financial cycles (ie. Journal entries, cash receipts (tuition), payroll, cash expenditures, monthly reporting, reconciliations)
  • Tuition and grant revenue
  • Fair value of investments and disclosures
  • Capital assets
  • Debt
  • Pension and OPEB liabilities and related deferred inflows and outflows

• Significant areas of audit emphasis - Foundation
  • Internal controls over contributions
  • Contributions and revenue recognition, including related receivables and allowance
  • Fair value of investments and disclosures
  • Net assets and endowment
Timeline for Delivery of Services

• Audit Calendar (University)
  • Audit Committee meeting to review audit plan March 20, 2020
  • Interim Fieldwork TBD April-June 2020
• Status meetings with management throughout fieldwork dates
• Year-end Fieldwork to begin August 2020
• Draft Financial Statements to Crowe September 18, 2020
• Final draft through all levels of review to management by October 9, 2020
• Audit submitted to Ohio AOS by October 15, 2020
• Meeting with Board TBD

• Crowe is committed to early discussion of potential audit issues with management
Audit Committee Planning Considerations

- Fraud Consideration
- Specific Areas of Concern or Interest
Thank You

Pete Ugo, CPA
Phone: 317.208.2509
pete.ugo@crowe.com

Christine Torres, CPA
Phone: 630.706.2074
christine.torres@crowe.com
Interoffice Communication

Date: June 1, 2020

To: The President and Board of Trustees

From: Jeffrey Davis, Chief Audit Executive

Re: Audit and Risk Management Committee Meeting

Internal Audit will present an update on office activities at the June 19, 2020 Audit and Risk Management Committee meeting. The status of the FY20 audit plan and the proposed FY21 audit plan will be discussed.

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June 2020

Audit and Risk Management Committee

Chief Audit Executive Report

Tab
FY20 Audit Plan Status Update
# Audit and Risk Management Committee

**FY20 Audit Plan Status:**

<table>
<thead>
<tr>
<th>Audit</th>
<th>Auditor</th>
<th>Status</th>
<th>Report Date</th>
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<tbody>
<tr>
<td>Honors Tutorial College</td>
<td>Boyle, Tong, Ennis</td>
<td>Completed</td>
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<tr>
<td>NCAAA Agreed Upon Procedures</td>
<td>Bevan, Boyle</td>
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<td>IT General Controls</td>
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<td>University Airport</td>
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<td>Chillicothe Regional Campus</td>
<td>Tong, Bevan, Boyle</td>
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<td>4/16/2020</td>
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<td>Lancaster Regional Campus</td>
<td>Bevan, Tong, Boyle</td>
<td>In Progress</td>
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Proposed FY21 Audit Plan
(Resolution)
# Audit and Risk Management Committee

## FY21 Audit Plan

<table>
<thead>
<tr>
<th>Audit</th>
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<tbody>
<tr>
<td>NCAAA Agreed Upon Procedures</td>
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<tr>
<td>Treasury Management</td>
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<tr>
<td>Institutional Research</td>
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<td>ICA Compliance</td>
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<td>Eastern Regional Campus</td>
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<td>Zanesville Regional Campus</td>
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<tr>
<td>Lancaster Regional Campus</td>
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<td>Southern Regional Campus</td>
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</tbody>
</table>
Audit and Risk Management Committee

Other Audit Time:

Consulting Engagement:
• Effort Reporting

Continuous Auditing Program:
• PCARD/Travel
• Bobcat Buy
• Cash Collection Points

Other as identified by IA or requested by Finance
Construction Auditing Support
Other Special Projects and Investigations
Audit and Risk Management Committee

Audit Plan:

• Resolution for committee approval
Audit and Risk Management Committee

Conclusion

• Questions?
WHEREAS, the Board of Trustees of Ohio University has established an independent, objective assurance and appraisal activity to evaluate and improve effectiveness of risk management and internal management controls, and

WHEREAS, the Board of Trustees has approved an Ohio University Internal Office Charter requiring Board of Trustees authorization of an annual audit plan initiated to evaluate internal management controls, and

WHEREAS, the Chief Audit Executive charged with initiating audits pursuant to the plan proposes an annual audit plan for authorization by the University Trustees, and

WHEREAS, the proposed plan will be conducted during the period of July 2020 through June 2021, and

WHEREAS, time for unplanned special projects is separately allotted in the audit plan. Further revisions to the plan will be administratively reviewed and approved by the President and the Chair of the Audit and Risk Management Committee, and

NOW, THEREFORE, BE IT RESOLVED that the Ohio University Board of Trustees does authorize the proposed audit plan.
Interoffice Communication

Date: June 1, 2020

To: The President and Board of Trustees

From: Jeffrey Davis, Chief Audit Executive

Re: FY21 Audit Plan

Below is the Office of Internal Audit’s FY 21 proposed audit plan. It is presented to the Ohio University Board of Trustees for authorization.

FY 21 Audit Plan
NCAA Agreed Upon Procedures (external audit support)
Treasury Management
Institutional Research
Intercollegiate Athletics Compliance
Lancaster Regional Campus
Eastern Regional Campus
Zanesville Regional Campus
Southern Regional Campus

Continuous Auditing and Special Projects
PCard/Travel
Bobcat Buy
Cash Collections
Construction auditing support
Effort Reporting
Other special projects and investigations

I look forward to answering any questions you have.