Board of Trustees
Ohio University
Athens, Ohio

Agenda

March 21, 22, 2019
Thursday, March 21, 2019

8:00 am  Executive Committee, Walter Hall 125/127

9:45 am  Break

10:00 am  Academics and Student Success Committee – Walter Hall 104

12:00 pm  Lunch

1:25 pm  Joint Committee (Committee of the whole) – Walter Hall 104

3:15 pm  Break

3:25 pm  Resources, Facilities, and Affordability Committee – Walter Hall 104

5:00 pm  Conclusion

6:45 pm  Reception and Dinner – Trustees, Executive Council, President, Board Secretary, Faculty Representatives

Friday, March 22, 2019

8:30 am  Audit and Risk Management Committee – Walter Hall 104

9:15 am  Governance and Compensation Committee – Walter Hall 104

9:45 am  Break

10:00 am  Main Board Meeting Walter Hall 104

12:00 pm  Trustee Luncheon – Walter Hall 127

12:00 pm  Media Availability – Walter Hall 125
AGENDA
Executive Committee
Ohio University – Athens, OH, Walter Hall
Thursday, March 21, 2019 – 8am Room 125/127

EXECUTIVE SESSION
AGENDA
Academics and Student Success Committee
Ohio University – Athens, OH, Walter Hall
Thursday, March 21, 2019 – 10:00am, Room 104

Academic Quality - Dashboard
  Tab 1 Academic Quality Dashboard: Patton College of Education

Standing Reports and Updates
  Tab 2 Higher Learning Commission Update
  Tab 3 VPSA External Review Update
  Tab 4 Career & Experiential Learning Fee Update
  Tab 5 RESOLUTION Special Emeriti – Frank Myers

Academic Quality Initiatives
  Tab 6 AQH – Russ SmartWorks

New Programs, Departments, Centers, Name Changes
  Tab 7 Program Update – FAR Deconsolidation DANC, FILM, THAR
  Tab 8 CONSENT RESOLUTION Name Change – EDU Recreation & Sports Pedagogy
  Tab 9 CONSENT RESOLUTION Program Suspension – RHE-Southern Health Technology
  Tab 10 CONSENT RESOLUTION Program Suspension – CAS Russian
  Tab 11 CONSENT RESOLUTION Program Extension – RHE-Eastern Nursing
AGENDA
Joint Committee
Ohio University – Athens, OH, Walter Hall
Thursday, March 21, 2019 – 1:25pm, Room 104

Tab 12 - Enrollment Update
Tab 13 – FY Budget Update & Financial Forecast
Tab 14 - RESOLUTION Tuition, Fee and Rate Increases
Tab 15 - Capital Improvement Plan Update
AGENDA
Resources, Facilities, and Affordability Committee
Ohio University – Athens, OH, Walter Hall
Thursday, March 21, 2019 – 3:25pm, Room 104

Tab 16 - Small House Strategy Update
Tab 17 - CONSENT RESOLUTION Capital Projects
Tab 18 - CONSENT RESOLUTION Hanging Rock
Tab 19 - University Advancement Update
Tab 20 - NACUBO / TIAA Endowment Study and Investments Update
Tab 21 - Sustainability Update

Information Items:
Tab 22 - Facility & Planning Projects Update
AGENDA
Audit and Risk Management Committee
Ohio University – Athens, OH, Walter Hall
Friday, March 22, 2019 – 8:30am, Room 104

Tab 23 - CAE Report
Tab 24 - FY19 Audit Planning Presentation
AGENDA
Governance and Compensation Committee Meeting
Ohio University – Athens, OH, Walter Hall
Friday, March 22, 2019 – 9:15am, Room 104

Tab 25 - RESOLUTION Appointment of National Trustee
Tab 26 - RESOLUTION Election of Chair of the Board of Trustees
Tab 27 - RESOLUTION Election of Vice Chair of the Board of Trustees
Tab 28 - RESOLUTION Ohio Rural Health Association Affiliate
Tab 29 - Annual HR Report
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.
AGENDA
Board of Trustees Meeting
Ohio University, Athens OH, Walter Hall Room 104
Friday, March 22, 2019, 10:00am

Roll Call

Approval of Agenda

Tab 28 - Approval of Minutes: Board of Trustees’ Meeting of January 2019

Comments from the Chair of the Board of Trustees

Tab 29 - Report from the President

Tab 30 – Engagement Ecosystem Discussion

Tab 31 – Annual Faculty Senate Report

Committee Information Items and Resolutions

• Academics and Student Success Committee
• Resources, Facilities, and Affordability Committee
• Joint Committee
• Governance and Compensation Committee
• Audit and Risk Management Committee
• Executive Committee
Consent Agenda

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

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

Tab 8 - Consent Name Change – EDU Recreation & Sports Pedagogy
Tab 9 - Consent Program Suspension – RHE-Southern Health Technology
Tab 10 - Consent Program Suspension – CAS Russian
Tab 11 - Consent Program Extension – RHE-Eastern Nursing
Tab 17 - Consent Capital Projects
Tab 18 - Consent Hanging Rock

Unfinished Business

New Business

Communications, Petitions, and Memorials

Announcement of Next Stated Meeting Date

Adjournment
Academics and Student Success Committee Meeting
Interoffice Communication

Date: March 4, 2019

To: The President and Board of Trustees

From: Chaden Djalali, Executive Vice President and Provost
       Renée A. Middleton, Dean

Re: Patton College of Education Dashboard Update

This presentation reviews The Patton College of Education’s mission, vision, values and academic dashboard. The Patton College continues to prioritize, innovate, evolve, and articulate its value to the public amidst persistent public scrutiny and demands for quality and accountability from different constituencies (federal and state government, accrediting bodies, employers, benefactors, parents, and prospective students). The PCOE dashboard indicators align with the President’s four strategic pathways for Ohio University.

Materials attached include the presentation PowerPoint slides with a link to the College’s dashboard. The College dashboard is but one way of reporting on its outcomes. Key performance indicators highlight student-centered measures addressing the presidential pathways and the four fundamentals. The dashboard also displays progress on enrollment, diversity, employment of graduates, economic impact, endowment value, etc.

The College will continue to engage in data informed decision-making. We have established a data-sharing agreement with peer institutions to better benchmark our outcomes. Key takeaways are as follows:

1) PCOE is a campus leader with respect to diversity among our faculty and staff.
2) A high percentage (83%) of our undergraduates are employed within 6 months following degree completion, another 5% go on to graduate school.
3) Gifts and pledges to the College over the last 4 years have consistently exceeded over 1 million.
4) The College leads the state and nation in the development and implementation of the Reimagined Clinical Model of Educator Preparation. The College has received national awards for our school partnerships. The economic impact of our teacher education candidates exceeds $8 million.
5) Student satisfaction within the Patton College is consistently high among undergraduate and graduate students.
March 21, 2019

Academic Dashboard
The Patton College of Education

Renée A. Middleton, Ph.D., Dean
Lindsey Ladd, Director of Data Science Center
Vlad Pascal, Data Scientist

Tab #; pg
College Mission:
We prepare leader-educators, practitioners and human service professionals who share our commitment to lifelong learning and serving society responsibly as change agents in meeting diverse human and social needs.

College Vision:
The Patton College: Where Learning Has No Limits!
Core Values

We prepare graduates who are Called to Lead:

• Change Agents who are Lifelong Learners committed to Embracing Diversity and Leadership.
WHY A DASHBOARD?

Key Performance Indicators

Public Accountability

Student-Centered Metrics

College Achievements

STRATEGIC PATHWAYS FOR OHIO'S FUTURE
PCOE - CALLED TO LEAD

• We thrive as leaders in data informed decision making

• Initiated data-sharing agreements with peer institutions to benchmark College’s outcomes

• Committed to continuous improvement and innovation
KEY PCOE OUTCOMES

• A campus leader in diversity among our faculty and staff.

• A high percentage (83%) of our undergraduates are employed within 6 months after graduation; another 5% go on to graduate school.

• Gifts and pledges have consistently exceeded $1 million over the last 4 years.

• Leader in the nation in the Reimagined PCOE Clinical Model of Educator Preparation, with an economic impact exceeding $8 million.

• Undergraduate and graduate student satisfaction is consistently high.
Review and discussion of the dashboard:

http://datascience.coe.ohio.edu/dashboard
Welcome to The Patton College of Education Dashboard

This page contains the most important and the most up-to-date information about key metrics and performance indicators for our college. All indicators are grouped in five different categories. Below is a short description.

**STRATEGIC PATHWAYS FOR OHIO'S FUTURE**

**OHIO's Four Fundamentals**
These indicators are based on the Ohio University's vision of becoming the nation's best learning community. The four fundamentals include:
- Inspired teaching and research
- Innovative academic programs
- Exemplary student support services
- Integrated co-curricular activities

**Enrollment**
As our nation is changing demographically, we believe that higher education should reflect this growth and diversity. These indicators help us measure student enrollment and student diversity in our College. They also help us stay competitive and provide better ways to support our students.

**Development**
Our alumni share a pride in The Patton College and in Ohio University. The margin of excellence that underlies this pride is made possible by the generous private support of alumni and friends. We work continually to enhance the educational experience for all our students and this is made possible by alumni support.

**PCOE Clinical Model**
Ohio University's Patton College of Education has a strong tradition of being a leader in innovation in teacher education. Our new Clinical Model is an affirmation of our belief that teaching is learned best through doing.

**Economic Impact**
These indicators show the economic contribution of our College and our students. They demonstrate that we are a generator and driver of economic growth in the region and beyond.
<table>
<thead>
<tr>
<th>Category</th>
<th>Metric</th>
<th>2017-18</th>
<th>Trend</th>
<th>2018-19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retention Rate</td>
<td>Current Status</td>
<td>79.7%</td>
<td></td>
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<tr>
<td></td>
<td>Trend</td>
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<td></td>
<td>Percent of freshman who return for a second year</td>
<td></td>
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<tr>
<td>Graduation Rate</td>
<td>Current Status</td>
<td>65.4%</td>
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<tr>
<td></td>
<td>Trend</td>
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<tr>
<td></td>
<td>Percentage of freshman graduating within six years</td>
<td></td>
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<tr>
<td>ACT Composite Score</td>
<td>Current Status</td>
<td>23.2</td>
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<td></td>
<td>Trend</td>
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<td></td>
<td>Mean composite ACT score for freshman</td>
<td></td>
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<tr>
<td>Student-Faculty Ratio</td>
<td>Current Status</td>
<td>20.4:1</td>
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<td></td>
<td>Trend</td>
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<td>Undegraduate and Graduate FTE to faculty</td>
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<tr>
<td>Group I Faculty</td>
<td>Current Status</td>
<td>67.9%</td>
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<td></td>
<td>Trend</td>
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<td></td>
<td>Percent of full-time faculty</td>
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<tr>
<td>Clinical Expenses</td>
<td>Current Status</td>
<td>$945k</td>
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<td></td>
<td>Trend</td>
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<tr>
<td></td>
<td>Clinical Expenses in Teacher Education</td>
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<tr>
<td>Student Travel</td>
<td>Current Status</td>
<td>65</td>
<td></td>
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<td></td>
<td>Trend</td>
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<td></td>
<td>Number awarded research travel</td>
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<td>Grants &amp; Contracts</td>
<td>Current Status</td>
<td>$824k</td>
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<td></td>
<td>Trend</td>
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<td></td>
<td>Funding amount received</td>
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<td>Student Travel</td>
<td>Current Status</td>
<td>$20k</td>
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<td>Trend</td>
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<td>Research travel funding awarded</td>
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<tr>
<td>Section</td>
<td>Category</td>
<td>Status</td>
<td>Trend</td>
<td>Details</td>
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<tr>
<td><strong>Undergraduate Enrollment</strong></td>
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<td>Current Status</td>
<td>1,404</td>
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<td>Headcount, fall term, Athens campus</td>
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<td>Trend</td>
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<tr>
<td><strong>Graduate Enrollment</strong></td>
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<tr>
<td>Current Status</td>
<td>768</td>
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<td></td>
<td>Headcount, fall term, Athens campus</td>
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<tr>
<td>Trend</td>
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<tr>
<td><strong>Diversity: College</strong></td>
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<tr>
<td>Current Status</td>
<td>17.4%</td>
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<td>Percent minority, Athens campus</td>
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<td>Trend</td>
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<tr>
<td><strong>Diversity: Undergraduate</strong></td>
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<tr>
<td>Current Status</td>
<td>11.6%</td>
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<td>Percent minority, Athens campus</td>
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<td>Trend</td>
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<tr>
<td><strong>Diversity: Graduate</strong></td>
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<tr>
<td>Current Status</td>
<td>27.9%</td>
<td></td>
<td></td>
<td>Percent minority, Athens campus</td>
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<td>Trend</td>
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</table>
PCOE Dashboard

**Clinical Model**

**Current Status** | **Trend** | **Clinical Model**
--- | --- | ---
135 | | 2018-19

Number of school district partners

7 | | 2018-19

Number of higher education partners

850 | | 2017-18

Number of Early Clinical students in schools

**Clinical Model**

**Current Status** | **Trend** | **Clinical Model**
--- | --- | ---
160 | | 2019-19

Average number of hours Early Clinical students engage in Experiential Learning

410 | | 2017-18

Number of Professional Intern candidates impacting student learning process

600 | | 2018-19

Average number of hours Professional Interns spend impacting student learning
PCOE Dashboard

**Economic Impact**

**Current Status** | **Trend** | **Economic Impact**
--- | --- | ---
$8m | 2017-18 | Minimum economic impact of pre-service teachers in Ohio

**Current Status** | **Trend** | **Economic Impact**
--- | --- | ---
57.3% | 2016-17 | 82.7%

**Current Status** | **Trend** | **Economic Impact**
--- | --- | ---
5% | 2010-11 | 42,054

**Current Status** | **Trend** | **Economic Impact**
--- | --- | ---
Number of PCOE Alumni Worldwide

**Current Status** | **Trend** | **Economic Impact**
--- | --- | ---
28,721 | 2017-18 | Number of PCOE Alumni in Ohio

Differences in employment rate between graduates and undergraduates students are due to significant percentages of nonresident students at the graduate level, many of whom return to their home states or country after graduation.
## DIVERSITY: FACULTY AND STAFF

### Gender

<table>
<thead>
<tr>
<th></th>
<th>PCOE</th>
<th>OHIO</th>
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<tbody>
<tr>
<td>Women</td>
<td>61.3%</td>
<td>48.1%</td>
</tr>
<tr>
<td>Men</td>
<td>38.7%</td>
<td>51.9%</td>
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</tbody>
</table>

### Race & Ethnicity

<table>
<thead>
<tr>
<th></th>
<th>Patton College</th>
<th>Ohio University</th>
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<tbody>
<tr>
<td>Native Am</td>
<td>1.2%</td>
<td>0.3%</td>
</tr>
<tr>
<td>Asian Am</td>
<td>5.4%</td>
<td>6.1%</td>
</tr>
<tr>
<td>African Am</td>
<td>8.3%</td>
<td>3.7%</td>
</tr>
<tr>
<td>Hawaiian/Pacific</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>0.6%</td>
<td>2.7%</td>
</tr>
<tr>
<td>International</td>
<td>1.8%</td>
<td>1.5%</td>
</tr>
<tr>
<td>Two or More</td>
<td>1.2%</td>
<td>1.2%</td>
</tr>
<tr>
<td>Unknown</td>
<td>19.1%</td>
<td>10.5%</td>
</tr>
<tr>
<td>White</td>
<td>62.5%</td>
<td>74.2%</td>
</tr>
</tbody>
</table>

### % Non-White

- PCOE: 18.5%
- OHIO: 15.3%

---

Data Source: Ohio University Office of Institutional Research, Fall 2017
PERCENT OF ALL GRADUATES EMPLOYED IN OHIO
Within six months and within one year after graduation

Important Caveats

The chart on the left shows the percentage of graduates accepting employment within six and twelve months. This information can be broken down by year and academic level. As before, the following restrictions apply:

- Graduates who left Ohio are not captured in this analysis; differences in employment rates between graduate and undergraduate students are due to the significant percentage of nonresident students at the graduate level (37% vs 8%), many of whom return to their home state or country after graduation. **Students who pursue advanced degrees are not included.**
- The data include students who graduated between 2013 and 2016 working both full-time and part-time; the self-employed and those employed by the federal government are excluded.
1. **328**
   Number of Patton College graduates across the world.

2. **85 Countries**
   across all the regions of the world.

3. **All Continents**
   except Antarctica.

4. **Outside of the US**
   Nigeria, Canada, and Malaysia are the top three countries.
This map shows geographic distribution of Patton College Students. The clusters represent number of students in the region.

Standing:
All

Department:
All

2017-18 academic year.
<table>
<thead>
<tr>
<th>Country</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>China</td>
<td>15</td>
</tr>
<tr>
<td>Saudi Arabia</td>
<td>4</td>
</tr>
<tr>
<td>Canada</td>
<td>3</td>
</tr>
<tr>
<td>Ghana</td>
<td>3</td>
</tr>
<tr>
<td>Iran</td>
<td>3</td>
</tr>
<tr>
<td>Kuwait</td>
<td>3</td>
</tr>
<tr>
<td>Uganda</td>
<td>3</td>
</tr>
<tr>
<td>Bangladesh</td>
<td>2</td>
</tr>
<tr>
<td>India</td>
<td>2</td>
</tr>
<tr>
<td>Nepal</td>
<td>2</td>
</tr>
<tr>
<td>Nigeria</td>
<td>2</td>
</tr>
<tr>
<td>UK</td>
<td>2</td>
</tr>
<tr>
<td>Egypt</td>
<td>1</td>
</tr>
<tr>
<td>Guatemala</td>
<td>1</td>
</tr>
<tr>
<td>Guyana</td>
<td>1</td>
</tr>
<tr>
<td>Indonesia</td>
<td>1</td>
</tr>
<tr>
<td>Japan</td>
<td>1</td>
</tr>
<tr>
<td>Kenya</td>
<td>1</td>
</tr>
<tr>
<td>Malawi</td>
<td>1</td>
</tr>
<tr>
<td>Romania</td>
<td>1</td>
</tr>
</tbody>
</table>
Admission Stats: New Freshmen

New Freshmen by Gender

Class of 2018

- Applied: 1324
- Admitted: 1029
- Enrolled: 264

New Freshmen: Applied and Admitted

<table>
<thead>
<tr>
<th>Gender</th>
<th>Application</th>
<th>Admission Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>1024</td>
<td>85.7%</td>
</tr>
<tr>
<td>Female</td>
<td>300</td>
<td>82.8%</td>
</tr>
</tbody>
</table>

- Asian: 24%
- Black: 42.7%
- Hispanic: 81.2%
- AL/AN: 80%
- International: 100%
- White: 69.2%

Undergraduate: 58
Graduate: 193

Click below:

- AL/AN refers to American Indian/Alaska Native.
- E.g. in 2018 African American students accounted for 83% of all new freshmen who applied to PCOE. Of all African Americans who applied to PCOE, the college has admitted 42.7%
Thank You

Ohio University Board of Trustees
Interoffice Communication

Date: March 4, 2019

To: The President and Board of Trustees

From: Chaden Djalali, Executive Vice President & Provost
Loralyn Taylor, Interim Associate Provost, Institutional Research & Effectiveness and Higher Learning Commission Liaison

Re: Higher Learning Commission Update

In the summer of 2018, the Higher Learning Commission, Ohio University’s Regional Accréditor, informed us that the Academic Quality Improvement Program (AQIP) pathway is being phased out and that Ohio University will be moved to either the Standard or the Open Pathway accreditation cycle. Currently, OHIO is in the third year of our ten year accreditation cycle and will be submitting our required AQIP Systems Portfolio to HLC on March 11th, 2019.

This presentation will provide a brief update on the University’s transition to the new Pathway, the changes that are anticipated, and next steps:

- The Pathways programs focus in on quality assurance through demonstrated compliance with the Criteria for Accreditation standards - judged according to meeting the Criteria or not
  - AQIP evaluated the University on Categories that emphasized processes and continuous quality improvement - judged according to the Stages of Maturity of our processes
  - AQIP allowed the University to focus on improvement in specific areas through our Action Projects.
- Results of our final AQIP Systems Portfolio will be received in summer 2019
- An Accreditation Steering Committee will be established to begin planning for the next HLC Comprehensive Evaluation and visit which will occur no later than Fall 2024.
Interoffice Communication

Date: March 5, 2019

To: The President and Board of Trustees

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

Re: External Review

The Division of Student Affairs (DOSA) embarked on an external review process beginning in the spring of 2018 in an effort to better align University resources and prioritize work to support the DOSA Strategic Plan and Presidential Pathways. The external review was completed last fall and we are excited to share with you the process, their recommendations and an update regarding our implementation strategy.

I look forward to reviewing this information with you at the March board meeting.
March 21, 2019
Division of Student Affairs
External Review
Tab #: pg
Timeline & Process

Completed Strategic Plan
March 2018

Design Development
April 2018

External Review Launch
August 2018

Outline Project Objectives
September 2018

Campus Visit
October 2018

Report Finalized
November 2018

Implementation
Ongoing

Christina Gonzalez, Vice Chancellor for Student Affairs
Colorado University, Boulder

Patricia Perillo, Vice President for Student Affairs
Virginia Tech

Victor Wilson, Vice President for Student Affairs
University of Georgia
Desired Outcomes

• Offer an external perspective on the Division’s direction, opportunities for excellence and needs for more focused attention.
• Indicate whether the Division is organized to advance both the University Pathways and the Division’s Strategic Plan.
• Help us understand to what degree the Division is viewed as a critical part of the University operation.
• Share perspective on how senior leaders and trustees view the work of the Division of Student Affairs.
• Make recommendations on organizational composition and hierarchy.
• Offer any additional information you deem appropriate as you learn more during this review process.
Alignment with Strategic Pathways

1. **BREAKTHROUGH OBJECTIVE: EQUITY & SOCIAL JUSTICE**

   The OHIO Division of Student Affairs will ensure that a framework of equity and social justice is embedded into its day-to-day work.

2. **BREAKTHROUGH OBJECTIVE: LEARNING OUTCOMES**

   The OHIO Division of Student Affairs will create, measure and improve upon common student learning outcomes across departments.

3. **BREAKTHROUGH OBJECTIVE: RETENTION & GRADUATION**

   The OHIO Division of Student Affairs will work to engage all students in meaningful programs, services and activities to increase retention and graduation rates.
Review Process

- Document review
- Campus visit October 14 – 17, 2018
- Meetings with University constituencies:
  - Advancement
  - Auxiliaries
  - Board of Trustee Chair
  - College Deans
  - DOSA Communications & Marketing
  - DOSA Strategic Leadership Team
  - DOSA Vice President’s Council
  - Enrollment Management
  - Graduate Student Senate
  - Greek Life
  - Open Forums
    - DOSA staff
    - Graduate assistants
    - Students
  - President
  - President’s Council
  - Student Senate
  - Student Trustees
  - University Executive
Recommendations

1. Define goals for Strategic Plan
2. Lead as one Division
3. Reorganization and realignments
4. Strengthen academic and student affairs partnerships
5. Revisit leadership team meetings and structures
6. Develop specific roles and strategy for leadership teams
7. Tell a more cohesive Student Affairs story
8. Create more opportunities for staff development
9. Articulate priorities for a development campaign
10. Improve the partnership with HESA faculty
11. Gather more/better data
12. Institutionalize credentialing process
13. Manage “change fatigue”
14. Develop presence with regional campuses
15. Enhance communication with students
16. Greater connection with Graduate Student Senate
17. Address insecurities around decreased enrollment
18. Educate community regarding the DOSA budget
19. Leverage alumni for mentorship/internship opportunities
20. University focus on a central message/model
Implementation

Recommendations: 1, 2, 7, 9, 13, 17

• Strategic planning committee work
• Prioritization of staff development and teambuilding
• Formalized relationship with University Advancement

Recommendations: 8, 11, 12, 19

• 2.0 FTE assessment professionals
• Ohio University Leadership Endorsement launch (microcredentialing program)
• Career and Experiential Leadership Fee implementation

Recommendations: 3, 4, 5, 6, 10, 18, 20

• Division restructure
• New Director of Strategic Planning & Assessment
• Focus on staff efficiencies, effectiveness, and alignment for better collaboration with campus partners

Recommendations: 14, 15, 16

• Complement institutional direction
• Examine successful DOSA communication departments
• Enhance the Division’s support of graduate students
Questions
Interoffice Communication

Date: March 4, 2019

To: The President and Board of Trustees

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

Re: Career & Experiential Learning Fee Update

As a follow-up to the implementation of the Career & Experiential Learning Fee (C&ELF) fall semester, Imants Jaunarajs, Randy Leite, and Bill Willan will give an update on investments and outcomes made to-date including:

- First-destination survey
- Capital Internship funding
- Purchase of a mentoring platform
- New personnel

We are very excited about the opportunities this new revenue creates for our Athens and Regional campus students. We look forward to sharing these updates and answering any questions you may have about current efforts and future planning.
March 21, 2019

Career and Experiential Learning Fee Update

Tab #; pg
2018-19 Investments

Athens Campus: $491,200
$ 6,000  First-destination survey
$ 19,200  Experiential Education Support Fund
$ 30,000  Mentoring platform
$436,000  Personnel:
  University College
  Scripps College of Communication
  Career & Leadership Dev Center
  Diversity & Inclusion
  Institutional Research
  Alumni Relations

Regionals: $76,000
$6,000  Infrastructure resources & platforms
$70,000  Personnel
  Three career coaches
2018-19 Outcomes

- Washington D.C. Internship Program
- Enhanced career development support for underrepresented students
- Faculty Learning Community
- Mentoring Platform
- Placement (First-Destination) data collection
- Enhanced career development support for regional students
- Mock Interview Platform
Questions
POSTHUMOUS EMERITUS STATUS TITLE CHANGE
FRANK W. MYERS, D.O.

RESOLUTION 2019 -

WHEREAS, Frank W. Myers, D.O., served as Dean of the Ohio University College of Osteopathic Medicine during 1977 - 1993, and

WHEREAS, Dr. Myers was Trustee Professor Emeritus of Family Medicine, and

WHEREAS, Dr. Myers passed away on November 19, 2018, and

WHEREAS, the Heritage College of Osteopathic Medicine will commemorate the many contributions of Dr. Myers at its Ohio Osteopathic Symposium in April 2019.

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees of Ohio University hereby approves a change in emeritus status title for Dr. Frank W. Myers to “Dean and Trustee Professor Emeritus of Family Medicine.”
Interoffice Communication

Date: March 4, 2019

To: The President and Board of Trustees

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

Re: Frank W. Myers – Posthumous Emeritus Status Title Change

A resolution is attached seeking board approval for a posthumous change in the emeritus status title of Dr. Frank W. Myers, D.O.

Dr. Myers served as Dean of the College of Osteopathic Medicine during 1977 – 1993. Upon his retirement he was designated “Trustee Professor Emeritus of Family Medicine.” Dr. Myers died in November 2018. In preparing for a commemoration of Dr. Myers in April, it is requested that his emeritus status title be changed posthumously to “Dean and Trustee Professor Emeritus of Family Medicine.”
Interoffice Communication

Date: March 4, 2019

To: The President and Board of Trustees

From: Chaden Djalali, Executive Vice President and Provost
       Todd D. Myers, Professor and Chair Dept. of Engineering Technology and Management
       Zaki Kuruppalil, Asst. Professor and Asst. Chair Dept. of Engineering Technology and Management

Re: Academic Quality Highlight - SmartWorks Lean Systems Improvements

Drs. Todd Myers and Zaki Kuruppalil will share results of their SmartWorks lean systems improvement internal training and project facilitation at Ohio University. A pilot project was funded by an Ohio University Innovation Planning Grant for $20,000 in December of 2015. Moving well past the initial pilot, the team has completed seven lean projects on campus to date.

This presentation will include:

- A brief introduction to lean systems
- The process and tools used in the lean training
- A brief presentation of three of the completed lean projects by the project champions:
  - Mail Services (Sample result: Decrease of 14,945 delivery driving miles/year)
    - Adam Bower (Mail Services Manager)
    - Gwyn Scott (Associate Vice President for Auxiliaries)
  - Facilities Time Clock (Potential savings of $228,305 in labor)
    - Steve Mack (Interim Executive Director of Facilities Management)
  - DOSA and PCOE GA Recruitment System for Master’s College Student Personnel (Graduate assistantships paid on time, increase in safety, filling of positions)
    - Megan Vogel (Director of Resource Administration)
- Scaling up SmartWorks
March 21, 2019

SmartWorks
Lean Systems Improvements

Tab #; pg
SmartWorks: Lean Team Training & Project Facilitation

Todd D. Myers, Ph.D., M.B.A., C.S.M.S.
• Professor and Chair, Department of Engineering Technology and Management (ETM)
• 10 years industrial and Sr. Mgt. experience, Ohio University lean course founder, Ohio University Lean Six-Sigma Certificate co-founder

Zaki Kuruppalil, Ph.D., C.S.M.S., Kraft Family Scholar
• Associate Professor and Assistant Department Chair, ETM
• 4.5 years industrial experience, Ohio University lean course instructor, Ohio University Lean Six-Sigma Certificate co-founder
Why Lean Systems?

• Ohio University is no different than most modern universities – layers of complex processes, many of which retain redundant or obsolete vestiges of prior processes and legacy inefficiencies.

• A "Lean Approach" seeks to eliminate obstacles and waste, instead of work-arounds and reinventions.
LEAN Systems Approach

• Lean methodologies are both research based and validated, and have an established track record in enterprise and university settings.*

• An intentionally redesigned lean process will require less effort, space, capital, and time while reducing cost and errors.*

LEAN

Results include:

- Releasing hidden capacity within current resources, instead of adding assets and costs
- Deploying existing assets, technologies, and activities in horizontal integration
- Solving for problems in a systematic methodology of continuous learning and improvement, instead of beginning with elaborate processes and systems
- Conserving and recapturing resources by solving for bottlenecks, inefficiencies, replication, and non-value added activities
- Sparking innovation by creating organizational culture that encourages systems approaches to increasing efficiency
SmartWorks

Goals

• Creating a sustainable consultation platform to extend the Lean Approach throughout OHIO’s culture by providing:
  • Training
  • Tools
  • Methods
  • Project facilitation
Acceptance Comes from Proof

Demonstrating impacts through:

- Completed projects
  - 7 completed to date
- Establishing an institutional project management system
  - Not completed
- Sustained cost savings and improved efficiencies
  - From completed projects
- Growing practitioner teams through mentoring
  - Takes an individual multiple projects and structured training to become a lean facilitator
    - Not yet achieved
  - Training available in Certificate form (SmartWorks or ETM)
  - Facilitated project experience available (SmartWorks)
SmartWorks Ohio University

Completed projects (3 highlights today)

- Mail Services
  - Adam Bower (Mail Services Manager)
  - Gwyn Scott (Associate Vice President for Auxiliaries)
- Facilities Time Clock
  - Steve Mack (Interim Executive Director of Facilities Management)
- DOSA and PCOE GA Recruitment System for Masters College Student Personnel
  - Megan Vogel (Director of Resource Administration)
Typical Lean Process

1. Define the scope
2. Understand current state
   • Data collection: You can never have too much data
3. Map the current state
4. Analyze current state map
5. Create future state map
   • Take the data into consideration
6. Generate, evaluate, and select Kaizen events
7. Implement Kaizen events
8. Document standard work and lessons learned
9. Work toward continuous improvement
Mail Services Project

Context / Issues:

• Need to better utilize general fund support (FY2017: $726,000)
• Identify customer expectations and service needs
  • Lack of understanding of customer wants and needs
• Identify and eliminate inefficiencies to reduce costs
• Lack of standard delivery system causes inefficiencies and waste
  • This causes variation of service level per building, per person, and varying perception of value of services offered
Results of Project

1. Standardized University mail delivery and pickup processes before noon daily
   • Standard process enables cross training, work load balancing, and reduced staff overtime
   • Staff are now champions of change
   • Employee morale has improved
   • Safety in work environment has improved
   • Mindset has shifted from reactive to proactive, with a focus on a continuous improvement

2. Improved management decision-making
   • Data gathered regarding routes, staffing, and external benchmarking continues to inform management decisions
   • Data gathered informed system requirements for new technology (tracking and shipping software)
Redeployment of *existing* resources to meet customer needs, and position Mail Services for the future

- Added delivery of library books on campus, relieving the Libraries (FY17)
- Purchased new technology for future growth, and changes in mail and parcel delivery service and shipping (FY18)
- One position left vacant, returned to the University (FY19)
- Taking over student mail operation, relieving Housing (FY19)
- Purchasing multiple Intelligent locker clusters for campus (FY19)
- Purchasing delivery vehicle with newly freed resources (FY20)
• Centralized clock in/out location at Convocation Center for all shifts created lost work time
• Lost work time resulted in lower service levels for customers
• Scope of time lost was unknown
• Improvement plan was unknown
• Results could be applied to other campus functional units
• Needed to consider key/access security
Results of Project

• Data collected by and analyzed by project team after training

• Findings:
  • 63,960 clock ins/outs a year
  • 703,506 lost minutes a year, due to travel time
  • $228,305 potential lost time (all staff) a year, due to process and travel time

• Pilot improvement test:
  • A test time clock and key bank were installed in Glidden Hall 8/1/18
  • Test results were positive: Average of 10 minutes saved per employee, per clock in/out event (total of 20 minutes per employee, per day)

• Extended implementation:
  • Three additional locations determined for new clock and key bank installations, as well as cohabitation with other departments in pre-existing time clock and key bank locations
Future Options

• Facilities Management and Safety is a process-heavy environment, which is an ideal area to utilize the SmartWorks Lean System Improvements procedure

• Lean procedures and facilitation would eliminate waste and generate savings for FMS
Division of Student Affairs (DOSA) Graduate Assistant Hiring Process

Context / Issues:

Yearly recruitment process between DOSA units and Patton College of Education (PCOE) Masters College Personnel Program

- MOU: ~20 new students per year (40-45 over two years)
- Complex process (6 departments with competing interests)
- Disconnect between units that hire students outside PCOE
- No central collection point of data; leads to delays in processing student stipends and waivers (as late as Oct.)
- Background checks are currently not required
- Timely completion of new hire paperwork
New Process Chart & Timeline
DOSA GA Project

Project Outcomes

- Created a new hire checklist
- Created standard operating process
- Developed new background check process

Project Results

- Increased clarity for student/candidate
- Established a central collection point
- Stipends processed timely/GAs paid on time
- Decreased University risk
- Background checks prior to hiring
- Proper paperwork distribution and completion
- Time savings (staff)
- Created clear process for staff to follow
Questions
Interoffice Communication

Date: March 4, 2019

To: The President and Board of Trustees

From: Chaden Djalali, Executive Vice President and Provost
        Howard Dewald, Associate Provost for Faculty and Academic Planning

Re: College of Fine Arts – De-consolidation of the School of Dance, Film, and Theater

In February 2011, College of Fine Arts Dean McWeeney established a College of Fine Arts Task Force to consider the benefits and challenges of consolidating the three schools of Dance, Film, and Theater. The University Curriculum Council approved the consolidation of these schools during spring semester 2012. The consolidated School of Dance, Film, and Theater was first active during academic year 2013-2014, and each individual unit was called a division.

In August 2017, each division strongly emphasized a desire to de-consolidate. On August 24, 2018, all faculty and staff in the School of Dance, Film, and Theater, unanimously voted 23 to 0 to support the de-consolidation. Interim Provosts Descutner and Sayrs both supported and encouraged this de-consolidation. Provost Djalali supports the process. The University Curriculum Council received notification of the de-consolidation request for the School of Dance, Film, and Theater in January 2019. Supporting memos from Dean Shaftel and each division are included.

Dean Shaftel’s memo summarizes the reasons for the de-consolidation as: (1) issue of lack of a clear school vision and commitment; (2) inability to develop a shared curriculum; (3) no cost savings, but rather increased costs; (4) no advantages of the budgeting model used; (5) lack of support among alumni and donors; and (6) student recruitment issues. Further, Dean Shaftel’s memo provides several intended favorable impacts on students, faculty and staff, and a timeline for completing the de-consolidation by the start of the fall semester 2019.
December 20, 2018

To: University Curriculum Council (UCC)

From: Dean Matthew Shaftel, College of Fine Arts

Re: De-merger of the School of Dance, Film and Theater

Note Regarding UCC Programs Committee Guidelines
There are no College demerger or deconsolidation guidelines in the UCC Programs Committee Guidelines, Policies and Procedures manual. Consequently the Program Relocation guidelines are being used (Programs Committee Guidelines, pp. 24-25), which with minor modifications prove adequate.

Brief Summary of the Consolidation of the Three COFA Schools
In February 2011 College of Fine Arts Dean McWeeny established a COFA Consolidation Task Force to consider the benefits and challenges of consolidating the 3 schools Dance, Film and Theater. This faculty report was completed May 2011. After the Dean’s consultation with the Provost, it was determined that the consolidation would go forward. UCC approved the consolidation of these three schools during Spring semester 2012.

The consolidated School of Dance, Film & Theater was first active from the 2013-14 academic year. It was agreed to call each of the individual units Divisions. The former school directors became artistic directors. The artistic director of Dance (Madeleine Scott) followed by the artistic director of Film (Steve Ross) served as the first two Directors of SoDFT. Jody Lamb was appointed Interim Director of SoDFT by Elizabeth Sayrs during the summer of 2017.

1A. COFA Process Followed to Ensure Broad Input from Affected Programs & Faculty Regarding This Deconsolidation
Faculty and Staff Requests: The faculty and staff of each Division have for several years stated their desire to return to individual school status. When Interim SoDFT Director Lamb first attended the individual School of Dance, Film and Theater division meetings in August 2017, each unit strongly emphasized this need to deconsolidate.

Dean’s Support: Dean Matthew Shaftel fully supports this deconsolidation. Last year he discussed this with both Interim Provosts and with our new Provost this year.
Provosts’ Support: Interim Provost David Descutner and Interim Provost Elizabeth Sayrs both supported and encouraged this demerger. Provost Chaden Djalali supports the demerger.

Artistic Directors’ Support: During spring semester 2018 a meeting was held with the COFA Dean, the 3 SoDFT artistic directors, the SoDFT interim director and the SoDFT assistant director to discuss a possible demerger. The group unanimously supported this action. It was agreed that a discussion and vote regarding a deconsolidation should be held with the SoDFT faculty and staff early Fall semester 2018.

Faculty & Staff Vote & Support: All SoDFT faculty and staff were invited to an August 24, 2018 meeting to discuss and vote on a potential demerger. After discussion, the faculty and staff unanimously voted 23 to 0 to support a deconsolidation.

Issue of Student Support: Since neither the merger nor the demerger has had nor will have any impact on a student’s current program of study, there were no formal discussions with students regarding the demerger issue. Informally, students support this. See 1C below for further discussion of SoDFT students and the demerger.

1B. REASONS FOR & THE INTENDED EFFECTS OF THE DEMERGER

There are multiple reasons why this consolidation has not succeeded:

The Issue of a Clear School Vision & Commitment
There were multiple discussions among faculty from the three divisions and attempts to take advantage of this merger. Unfortunately, the school never developed a strong unified vision. Faculty interest and allegiance remained within their individual division. Also challenging is the fact there has been considerable turnover in COFA Deans (5 total), all with different ideas of the viability and purpose of this union.

Professional BFA and MFA Degree Issue
The School never developed a shared curriculum or even a small core of shared courses. Each Division continued to treat their curriculum and made curricular decisions as if the division remained an individual and autonomous school. A primary reason for this is because most students in each division pursue professional BFA and MFA degrees. There is consequently little room within their curriculum to take courses outside their own discipline. While the BA is offered by Dance and Theater, these attract few students.

Predicted Salary Savings Due to the Consolidation
Early attempts to reconfigure School staff proved highly contentious and divisive. In the end changes were not made that might have saved the school money but would have led to less student service support within each unit. Retaining all three former
school directors and then appointing one as the overall SoDFT school director worked in terms of structure, but meant that administrative costs actually increased rather than decreased. Another layer of bureaucracy was created with the conversion of the assistant director of the School of Theater to the Assistant Director of SoDFT, whose job continued to be mostly devoted to Theater but had some obligations to Dance and Film.

hiring of an assistant director of SoDFT, whose job was mostly devoted to Theater but had some obligations to Dance and Film.

The Predicted Impact of RCM
Dean McWeeny felt that based on initial RCM discussions, small schools such as Dance or Film might be vulnerable should a College have budget challenges. They would consequently be better protected if they were part of a single and larger school. This did not prove to be a central issue within Ohio University’s actual if ever changing RCM structure.

Decision to Merge these specific COFA Schools
In retrospect, these three schools may not have been the right mix. For example, while there are some strong relationships between Film and Theater (filmmakers & actors), there have been few collaborations between Theater and Dance or Film and Dance.

The demerger will not hinder the College when considering future interdisciplinary opportunities. For example, the new Musical Theater degree has a curriculum which includes multiple courses required from Dance, Music and Theater and faculty housed in all three areas.

The Impact of the Merger Among Alumni & Potential Donors
The consolidation has not been popular with alumni of the three units. They identify with a specific school, which they feel has now been lost or eliminated. Alums typically state they have no alliance with SoDFT. A few donors have stated they are giving their donations to their former school, not to SoDFT generally. A return to school status will be widely applauded by alumni, and should lead to new donor opportunities.

Student Recruitment Issue
Returning the College to six schools should help with efforts to recruit both undergraduate and graduate students. From the College perspective it is cumbersome to explain it consists of four schools, one of which has three divisions. From the Division perspective it is difficult for prospective students to grasp the intent or meaning of a ‘division,’ especially when faculty recruit for their unit as if it were an individual school. Film strongly believes this structure has hindered their recruitment of graduate students.
1C. IMPACT ON CURRENT STUDENTS (MAJORS AND MINORS), INCLUDING THE TRANSITION PROCESS; EDUCATIONAL EFFECTS OF THE DEMERGER

Once enrolled at Ohio University, few SoDFT undergraduate or graduate students are aware that their unit is part of a larger school. There were no newly created required courses bringing students together from all the divisions. Students from one division are not required to take a course offered by another division. While interactions between students from these three divisions are commonplace, these are made informally or because of specific and unique needs. These types of interactions will continue to occur.

No Changes to Any Current Degree, Minor or Certificate Offered by Dance, Film or Theater

Since the merger all curricular decisions have remained under the purview of the individual divisions. Consequently no undergraduate or graduate student from any of the three divisions will find their current degree requirements, curricular opportunities, certificate or minor requirements changed due to this demerger.

The demerger will not interfere with any current student’s ability to graduate on time.

DARS

The DARS are entirely Division based and will not change.

No Course Prefix Changes

No new unique prefix was created for the consolidated school. Division course prefixes and numbers after the merger remained the same as they were when individual schools. They remained DANC, FILM, THAR. Each division has their own curriculum committee, and these decisions have continued to relate only to individual divisions.

No New SoDFT Courses to Revise

Not a single new interdisciplinary course was developed by SoDFT faculty. An early experimental cross-disciplinary class for SoDFT undergraduate students did not function effectively.

The Merger and Interdisciplinary Teaching Opportunities

The merger led to only a few new faculty interactions within the classroom. In the future, these types of interdisciplinary opportunities remain open to any COFA faculty and students.

Access to Courses, Minors or Certificates for Students outside SoDFT

Students outside SoDFT wishing to take Dance, Film or Theater courses or pursue minors or certificates will not be impacted in any way as the requirement will not change.
1D. IMPACT ON CURRENT FACULTY, INCLUDING PRE-TENURE FACULTY

Expected Impact upon Faculty
Faculty morale will undoubtedly improve when school identities are restored. There is currently a strong sense that each unit’s discipline specific and historical identity has been lost. The small schools feel that the balance of power within SoDFT is unfair, as Theater is the largest unit and thus it is believed they can control voting situations.

Impact on SoDFT Faculty Hires
With one exception the demerger has no impact upon current SoDFT faculty appointments. There were no other split position faculty hires shared by the three divisions. There will be no staff position changes.

The one exception is Merri Biechler, who was hired as the Assistant Director of SoDFT and a Group II faculty member in 2016. Her hire letter states she will teach for Theater and will be based in the Theater main office. She is also required to provide occasional support for Dance and Film as needed. In fact Merri works full time for Theater and her salary is entirely paid by Theater. I have met with Merri and the three artistic directors. The artistic directors of Dance and Film do not expect assistance from Merri after the deconsolidation. The COFA HR liaison, Cat Russell, has been consulted. Merri’s letter of hire will be revised by the College to reflect her working strictly for Theater.

Merri’s position, directly engaged in undergraduate student services, will be needed in Theater more than ever as they prepare to launch a new musical theater program in Fall 2019, which has the potential to add 60 to 75 undergraduates to their rosters.

Workload Policies
Workload policies have remained a division rather than school decision. None of these policies will be changed due to the demerger.

SoDFT Group I & Group II Faculty Regarding Promotion & Tenure
The 2018-19 Ohio University Faculty Handbook was used to determine the procedure that COFA must follow for pre-tenured Group I faculty, tenured Group I faculty eligible for or soon to be eligible for promotion, and Group II faculty eligible or soon to be eligible for promotion. Sherri Gradin, chair of Faculty Senate P&T committee was directly consulted, and Sherri’s response to SoDFT’s proposed process below was cc’d to Howard Dewald.

The SoDFT faculty in all the classifications listed above have a three year window in which to choose which guidelines each prefers—the current SoDFT P&T guidelines or the new School specific guidelines. Because our three units do not yet have new school specific P&T documents, this year (2018-19) the two SoDFT Group I Faculty coming up for tenure and/or promotion have followed the current SoDFT P&T guidelines. Those Group I and II faculty eligible during the 2019-20 or 2020-21 academic years for promotion and/or tenure can choose which guidelines to
follow. Beginning 2021-22, the eligible faculty of all three schools must follow their individual school’s P&T document guidelines.

**RESPONSE from Sherrie Gradin, chair of Faculty Senate P&T committee via email on 11/15/18 to the proposed guidelines above:**

Dear Jody,
I concur that you are reading the Handbook correctly. I think you have laid out a good plan for making sure everything that needs attention is getting it. I don’t see anything you are missing based on the email exchange below. I really appreciate how careful you are being about this. It’s possible Howard will see something I’m missing, but from my first look its looking good.

Sherrie

**Associate Provost Howard Dewald requested the following addition:** There can be no "mixing" of criteria during the 3-year window. The guidelines to be used by the faculty member must be specified in writing by the candidate.

II. SPRING SEMESTER TIMELINE

**Board of Trustees March 2019 Meeting**
Associate Provost Howard Dewald will submit the COFA Demerger memo and Division support letters for the March Board of Trustees meeting. This process is informational only.

**Date the Current Divisions Return to Individual School Status:**
Following the March Board of Trustees meeting, the 3 units will begin to promote themselves as individual schools.

**Multiple Ohio University Data Systems Need to Make Appropriate Changes**
The appropriate Ohio University data systems would have until the beginning of Fall Semester 2019 to make any required changes. Institutional Research, PeopleSoft, Admissions, Financial Aid, Registrar, Graduate College, etc., all need time to make modifications to reflect the dissolution of the current School of Dance, Film and Theater and the return of each of these units to individual, standalone school status.

**Regarding the Creation of 3 New School P&T Guidelines after the Demerger**
At the School of Dance, Film and Theater’s August 24, 2018 meeting it was unanimously agreed that all three units must write and approve their new school P&T guidelines by the end of the 2018-19 academic year.

Revised 1.9.19
Memo

To: Jody Lamb, Associate Dean  
    College of Fine Arts

From: Travis D. Gatling, Head  
      Dance Division

Date: January 2, 2019

Subject: College of Fine Arts Demerger for the School of Dance, Film, and Theater

The Dance Division faculty and staff unanimously support the unmerging of the School of Dance, Film, and Theater as a single entity and returning to its original identity as the School of Dance. We have not implemented any significant curricular changes to our program or individual courses as result of the merger, therefore, the demerger will not have any negative impact on our curriculum or the years required for our dance majors to graduate.

I will comment briefly some of the reasons why we support the Program Relocation.

Interdisciplinary and Cross-Disciplinary Enhancements to our Program
One of the reasons for the merger was to forge more interdisciplinary and cross-disciplinary enhancements in academic and artistic endeavors among faculty and students. We have not had any significant increase in collaborative projects with Film or Theater as a result of the merger, nor has it allowed for greater flexibility for us to merge the disciplines.

Dance, by nature, is an interdisciplinary art form and our faculty and students are consistently engaged in interdisciplinary and cross-disciplinary processes. We often collaborate with musicians, costume, set, and lighting designers, graphic artists, and other artists as part of our creative process. There is no reason for us to exist in a merged program to continue this level of collaborative art-making.

There was an attempt to create and deliver a common course for first-year students in Dance, Film, and Theater called Creativity and Collaboration. The course was team-taught by dance and theater faculty for two years. Faculty members from Film were not involved and very few, if any, Film students took the class. The course was discontinued in 2016.
Recruitment and Enrollment Management
The merger has not supported any significant increase in enrollment for Dance. The recent boost in our current enrollment is attributed to the dedicated recruitment efforts of the dance faculty specifically to and for the dance program. The most successful venues where we recruit and yield prospective students are dance-based where the students are interested in majoring in dance as a distinct discipline.

Shared Resources
The merger has not supported any effective sharing of the faculty and staff’s expertise. Being one of the smaller programs in SoDFT, the Dance Division requires the engagement of all its members to meet the operational and curricular delivery responsibilities solely for Dance. This is the only way we can ensure that our majors will fulfill the degree requirements to graduate on time.

Since the merger, we have maintained our unique identity as a dance program, and I am confident we will continue to be committed to the professional development of dance artists and scholars as The School of Dance. I hope that UCC will favorably consider the proposed relocation (demerger).
January 2, 2019

To: University Curriculum Council

From: Steven Ross, Artistic Director/Head, Film Division

Re: Demerging of the School of Dance, Film, and Theater

The Film Division faculty and staff unanimously support the demerging of the School of Dance, Film, and Theater.

Historical Context:

Initial discussions of consolidating schools in the College of Fine Arts took place in the Winter Quarter in AY 2010-11. During that quarter, members of the faculty in the School of Dance, School of Film, School of Music, and the School of Theater joined in a COFA Consolidation Task Force to discuss options. The Task Force resolved that a merging of the four schools should not take place and that the School of Music should maintain its separate status. The Task Force did not officially recommend a merging of the remaining three units. There was a sense that the merging of Dance, Film, and Theater presented interesting opportunities but a full and careful exploration did not take place. At that point, Dean Charles McWeeny proactively moved to merge the three units into the School of Dance, Film, and Theater. Among his reasons: 1) to provide greater economic cover for the smaller units (Dance; Film), 2) enhanced opportunities for students through shared curriculum and a breaking down of walls between units, and 3) the opportunity for strategic hires that would benefit multiple units. At the time, the faculty and staff in the School of Film was not unanimous in support of the merger however they chose not to oppose Dean McWeeny’s initiative which moved forward in the Spring Quarter.

Results:

A. Loss of identity/impact on recruitment – Initial opposition to the merger centered on the loss of Film’s historic identity as the Ohio University School of Film. Would our becoming a Film Division within a School of Dance, Film, and Theater have any measurable impact, pro or con? Since the merger, there has been a decline in the number of applicants to our two graduate degree programs (i.e., the MFA in Film, the MA in Film Studies). In an extremely competitive market where students are comparing “film schools,” one could conclude that becoming a Film Division within a School of Dance, Film, and Theater has had an adverse effect on our status and visibility. From a branding perspective, it is significantly easier to market a School of Film on a website and on the internet than a Film Division within a School of Dance, Film, and Theater.

B. Co-curricular initiatives – At the time that the merger was being considered, there was a sense of excitement for new ways to partner between units. The School of Film and the School of Theater was already fairly actively engaged and the hope was to take this to
greater levels. Realistically, we have seen only modest gains between the Film and Theater Divisions with nothing of significance developing between the Film and Dance Divisions.

C. Economic cover/strategic hiring – Can one conclude that Film and Dance have been better protected as a result of the merger? The answer is no. Though operating as the SoDFT, under RCM, the three divisions were actually analyzed on a unit-by-unit basis. Profit and loss was calculated on a division-by-division basis. For many reasons, the period of consolidation has been one where the university has been forced to operate under challenging economic conditions. The merger neither helped or hindered in this environment. During this period, staffing has been particularly challenging with a net cutting in positions. Unfortunately, the hope that a consolidated school would lead to joint hires has never materialized.

D. Administrative impact – The merging of the three units necessitated a significant amount of policy and committee work surrounding bylaws, promotion and tenure, workload, and budget. Though their titles changed from Director to Artistic Director/Head, these three administrators (in the three culturally different units) still provided the main day-to-day leadership in their units. That never changed with the merger. By becoming a school, however, another administrator – the Director of SoDFT - was needed. The position has and continues to be mainly administrative with little to no impact on the day-to-day operations in the individual units.

Conclusion:

The merger of Dance, Film, and Theater was well-intentioned. Unfortunately, it never lived up to the hopes under which it was conceived. There have certainly been positive things with increased collegiality among faculty and staff being a primary one. Realistically, the main results of the merger have been greater and more complex administrative challenges, a negative impact on recruitment, little to no influence on hiring, and minimal effect on the student experience. The School of Dance, Film, and Theater is really a school in name only. The consolidation experiment has run its course.
Memo:

To:

From: Michael Lincoln, Artistic Director/Head, Theater Division

Subject: Demerger of the School of Dance, Film, and Theater

Date: 12-14-18

The Theater Division faculty and staff unanimously support the de-merging of the School of Dance, Film, and Theater in order to return to our original identity as the School of Theater. The merger has had almost no effect on curriculum and expected efficiencies did not materialize.

Since both Dance and Theater have strong B.F.A. programs, after the merger we tested an experimental class (*Creativity and Collaboration*) that brought together the first-year students in the two programs. After two years and negative student evaluations in each iteration of the class, we decided that the class was detrimental to the core learning in the two specialties and discontinued it. We will continue to have Theater majors who take dance classes and the occasional Dance major who takes a Theater class. Theater and Film share some classes between film makers and actors and those will continue as well.

The expected efficiencies in the merger were not realized. As Director of the School of Theater, I was part of the long and detailed process in merging the three units into one School of Dance, Film, and Theater. It seemed like a good idea at the time but turned out to be nothing but an added layer of administration that made running the Divisions much more difficult. After the initial year or two, the Director of the School of Dance, Film, and Theater became a fifth wheel position that functioned as a rubber stamp for academic and budgetary processes in the units but was not really knowledgeable about the details except in their particular unit. Because certain software functions are only open to Director level faculty, the Artistic Directors of the separate units were not included in some important information, which made our jobs more difficult.

Through the process of the merger the ways in which Theater works with Dance and Film became stronger as a byproduct of getting to know each other a little better. Becoming separate Schools will not affect those beneficial co-curricular relationships at all. We will still have a strong partnership with the Film school because our actors and designers need film experience and the film students need our actors and designers. Dance and Theater share common production elements, particularly in lighting. Theater
lighting students will continue to work with the Dance program through class and production work with Dance faculty member John Bohuslawsky.

Merging the budgets of the three units was the most disastrous consequence of the merger, resulting in none of the units being able to carefully manage their day to day spending without considerable extra work for our Administrative staff. After two years of negotiations the budgets were separated, and we function again budgetarily as three separate units. From a theater perspective, this is essential because we make thousands of purchases per year for our productions. As we look to incorporating Tantrum Theater, the professional arm of the Theater Division, into the 2019-20 academic year on the Athens campus, our budgets and spending will increase and clear budget boundaries between academic and professional spending will be essential.

Merger of the Promotion and Tenure documents of the three schools was the most difficult aspect of the merger and took hours and hours of discussion. Conversely, now that we have functioned with that merged document for several years, adapting that document for use as a School of Theater Promotion and Tenure document will be fairly simple. In addition, the promotion and tenure committee processes will be less work when we return to individual School status.

For all these reasons, the Theater Division faculty and staff unanimously support the de-merger of the School of Dance, Film, and Theater as a single entity and returning to our original identity as the School of Theater. Since there have not been any significant curricular changes to our program or individual courses as result of the merger, this will not have any negative impact on our curriculum, or the years required for our majors to graduate. Other functions at the Director level will become simpler without an added and unnecessary layer of administration.
WHEREAS, the Department of Recreation and Sports Pedagogy in the Patton College of Education supports name changes for its Bachelor of Science degrees and Master of Science degree in Recreation Studies, and

WHEREAS, the proposed name changes have been approved by the University Curriculum Council, and

WHEREAS, the proposed name changes represent the curriculum, degree emphasis, and career options and aligns with other programs accredited through the Council on Accreditation for Parks, Recreation, and Tourism and Related Professions through the National Recreation and Parks Association, and

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

NOW THEREFORE, BE IT RESOLVED that the majors Outdoor Recreation and Education (BS8156) and Recreation Management (BS8109) be renamed from Bachelor of Science in Recreation Studies to Bachelor of Science in Parks, Recreation, and Leisure Studies, and that Recreation Studies (MS8135) be renamed from Master of Science in Recreation Studies to Master of Sciences in Parks, Recreation, and Leisure Studies.
Interoffice Communication

Date: March 4, 2019

To: The President and Board of Trustees

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

Re: Patton College of Education – Name Changes for Bachelor and Master of Science Degree Programs

A resolution is attached seeking board approval to change the degree names for two Bachelor of Science degrees, Outdoor Recreation and Education (BS8156) and Recreation Management (BS8109), and the Master of Science degree Recreation Studies (MS8135).

The Department of Recreation and Sports Pedagogy in the Patton College of Education offers the recreation studies program which includes two Bachelor of Science degrees, two minors, an undergraduate certificate, and a Master of Science degree. A name change of the Bachelor of Science and Master of Science degrees to the Parks, Recreation, and Leisure Studies program more accurately represents the program in terms of the curriculum, degree emphasis, and career options. Further, a name change aligns better with related programs accredited through the Council on Accreditation for Parks, Recreation, and Tourism and Related Professions through the National Recreation and Parks Association.
PROPOSAL FOR CHANGES IN PROGRAM

_X_ Undergraduate  _X_ Masters  ____Doctorate  _X_ Certificate

Program Code: MS8135, BS8109, BS8156, CTECTO, OR8156, OR8109

Program Name: Recreation Studies

Contact name and email for this proposal: Andrew Szolosi (szolosi@ohio.edu)

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

The Recreation Studies Program proposes changing the name of the program from Recreation Studies to Parks, Recreation, and Leisure Studies. The Recreation Studies Program offers a Bachelor of Science degree in Recreation Studies with majors in Outdoor Recreation & Education (BS8156) and Recreation Management (BS8109). Beyond each of these academic majors, the program also offers minors in Outdoor Recreation & Education (OR8156) and Recreation Management (OR8109). In addition, the program offers an undergraduate certificate program in Ecotourism (CTECTO) and a master’s degree in Recreation Studies (MS8135).

The proposed name change for the Recreation Studies Program more accurately represents the program in terms of the career options students pursue, the curriculum that comprises the academic program, and in the emphasis the program places on advancing knowledge within the parks, recreation, and leisure field.

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

The Recreation Studies program proposes changing the name of the program from Recreation Studies to Parks, Recreation, and Leisure Studies. Reasons for the proposed change include:

- The Recreation Studies Program is currently accredited through the Council on Accreditation for Parks, Recreation, and Tourism and Related Professions (COAPRT) through the National Recreation and Parks Association (NRPA). Recognized by the Council for Higher Education, COAPRT acknowledges academic programs in colleges and universities that prepare new professionals to enter the parks, recreation, tourism and related profession fields. The proposed name change more fully aligns with COAPRT as an accrediting body within NRPA.

- Although academic programs vary by name, there are a number of academic programs accredited through COAPRT with Parks, Recreation, and Leisure Studies or a similar designation as their program name. Colleges and universities with this or a very similar program name include: State University of New York – Cortland, Virginia Wesleyan College, Shepherd University, California State University – Fresno, Central Michigan University, Minnesota State University – Mankato, and Ithaca College.

- The composition of the curriculum at both the undergraduate and graduate levels reflects a focus that aims to prepare students for careers in variety of areas in the parks, recreation, and leisure services field. Given this emphasis, students complete a set of core courses that highlight the link between theory and practice, examine
operational and management procedures for parks and recreation areas and facilities, address numerous facets of program planning and delivery, and develop students’ skills in critically evaluating outcomes for parks, recreation and leisure services. In addition to the core courses at both the undergraduate and graduate levels, students have the option of taking courses in Parks and Protected Management, Environmental Interpretation, and Administration of Aquatic Facilities. The proposed program name, Parks, Recreation, and Leisure Studies intends to capture not only the applied aspects of the discipline, but also denote the important contributions parks, recreation, and leisure make in addressing economic, environmental, and societal issues.

- The mission statement for the Recreation Studies Program articulates an aim to create, advance, and apply knowledge about recreation and leisure. Within the discipline, there are a number of outlets from which faculty and academics disseminate their research as a means of contributing to the growing body knowledge and informing practice. Some of the most prominent outlets include journals such as the Journal of Leisure Research, Leisure Studies, Leisure Sciences, and the Journal of Parks and Recreation Administration. Peer-reviewed outlets such as these emphasize the broad importance leisure studies can play in addressing significant societal issues. As a program name, Parks, Recreation, and Leisure Studies more accurately embodies the scope of the discipline both academically and professionally.
WHEREAS, the Southern Campus has requested the Associate of Applied Science degree program in Health Technology be suspended, and

WHEREAS, the notification requesting the suspended status has been received by the University Curriculum Council, and

WHEREAS, the suspended status is based on declining enrollments, and

WHEREAS, currently enrolled students will be provided with a transition plan toward degree completion, and

WHEREAS, if market conditions and student interests change, a request for re-instatement would be presented.

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees of Ohio University hereby accepts placing the Associate of Applied Science degree program in Health Technology at the Southern Campus on suspended status.
Interoffice Communication

Date: March 4, 2019

To: The President and Board of Trustees

From: Chaden Djalali, Executive Vice President and Provost
Howard Dewald, Associate Provost for Faculty and Academic Planning

Re: Program Suspension – Southern Campus AA5022 – Health Technology

A resolution is presented from the Southern Campus requesting that the program leading to the Associate of Applied Science degree AA5022 – Health Technology be suspended. The University Curriculum Council received notification in December 2018.

The rationale for requesting program suspension is based on declining enrollments. Once the program is suspended, currently enrolled students will be provided with a transition plan toward degree completion.
WHEREAS, the Department of Modern Languages in the College of Arts and Sciences has requested the Bachelor of Arts degree program in Russian be suspended, and

WHEREAS, the notification requesting the suspended status has been received by the University Curriculum Council, and

WHEREAS, the suspended status is based on low enrollments insufficient to fill a class section, and

WHEREAS, currently enrolled students will be provided with a transition plan toward degree completion, including independent study and education abroad third-party-provider transfer options.

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees of Ohio University hereby accepts placing the Bachelor of Arts degree program in Russian in the Department of Modern Languages in the College of Arts and Sciences on suspended status.
Interoffice Communication

Date: March 4, 2019

To: The President and Board of Trustees

From: Chaden Djalali, Executive Vice President and Provost
       Howard Dewald, Associate Provost for Faculty and Academic Planning

Re: Program Suspension – A&S BA5244 – Russian

A resolution is presented from the Department of Modern Languages in the College of Arts and Sciences requesting that the program leading to the Bachelor of Arts degree BA5244 – Russian be suspended. The University Curriculum Council received notification in February 2019.

The rationale for requesting program suspension is based on low enrollments, frequently insufficient to fill a class section. Once the program is suspended, currently enrolled students will be provided with a transition plan toward degree completion.
EASTERN CAMPUS
EXTENSION of ATHENS-BASED DEGREE PROGRAM
BACHELOR OF SCIENCE IN NURSING

RESOLUTION 2019 -

WHEREAS, professional nurses with Bachelor of Science in Nursing degrees are in high demand in the Upper Ohio Valley, as evidenced by regional hospitals, and that current degree options and supply of nurses are not meeting the demand, and

WHEREAS, the Eastern campus is requesting to expand the traditional, pre-licensure Bachelor of Science in Nursing program as a satellite program of the Athens-based program, and

WHEREAS, the notification requesting to offer the degree program has been received by the University Curriculum Council, and approval will be sought from the Ohio Board of Nursing and the Ohio Department of Higher Education toward offering admissions beginning in the fall semester of 2019-2020, with plans for hiring and the establishment of a nursing lab, clinical support and placements, and

WHEREAS, a Bachelor of Science in Nursing at the Eastern Campus draws on existing experience, success, and capabilities of the School of Nursing at Ohio University, and

WHEREAS, the establishment of the Bachelor of Science in Nursing at the Eastern Campus reflects Ohio University’s mission, the Strategic Pathways, and the commitment to OHIO for Ohio, by meeting the needs of communities within the area.

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees of Ohio University hereby approves the extension of the Athens-based Bachelor of Science in Nursing to the Eastern Campus pending completion of required University Curriculum Council, Board of Nursing, and Ohio Department of Higher Education approval processes.
Interoffice Communication

Date: March 4, 2019

To: The President and Board of Trustees

From: Chaden Djalali, Executive Vice President and Provost
       Howard Dewald, Associate Provost for Faculty and Academic Planning

Re: Program Extension – RHE-Eastern Bachelor of Science in Nursing

A resolution is presented requesting approval for the pre-licensure Bachelor of Science in Nursing degree program to be extended to the Eastern Campus as a satellite program of the degree offered in Athens. The University Curriculum Council received notification in January 2019, co-signed by the Eastern Campus dean and the Athens school director.

An analysis conducted of the Belmont County/Upper Ohio River Valley region noted a community need for the degree program. Support has been received from area hospitals.

Upon approval, an application to the Ohio Board of Nursing will be made during Spring 2019 with the expectation for admissions to commence in the fall semester 2019-2020.
January 28, 2019

To: UCC Program Committee  
CC: Dr. Sara Helfrich, Chair UCC  
Re: Notification of Satellite BSN program at OUE

This letter serves as notification to the UCC Program Committee of our intent to expand the traditional, pre-licensure Bachelor of Science in Nursing (BSN) program to the Eastern Campus of Ohio University as a satellite program of the Athens Campus BSN program. The “satellite” designation allows us to abbreviate the application and approval process with the Ohio Board of Nursing and provides support for the Eastern Campus since pre-licensure nursing has not been offered at Eastern before.

Once this satellite is approved at Ohio University, application would follow to the Ohio Board of Nursing (OBN). The Athens Campus BSN program was just reapproved by OBN spring 2018 with full approval for the maximum five-year period. With full approval and an Athens BSN licensure first-time pass rate of 94.5% for 2017 and 96.51% for 2018, it is anticipated that the minimum 90-day approval would be granted by OBN. Debby has had positive conversations with the OBN Education Regulatory Surveyor assigned to Ohio University pre-licensure nursing programs about the university’s desire to open this satellite at the Eastern Campus.

Dean Randy Leite, HSP, is in support of this satellite BSN program being established at OUE with the understanding that the School of Nursing Director will have final approval on the hire of an associate director and faculty for the initial five-year period. This is meant to ensure that the program will be established in accordance with OBN, the accreditation rules of CCNE, the OHIO School’s BSN program as it exists now, and that students will have the same quality resources, instruction and clinical experiences as the other four BSN sites. The School of Nursing traditional BSN shares the same curriculum, policies and procedures, selection process, and shared faculty committee structure across all program sites. This will be adopted at OUE with their faculty participating fully with BSN colleagues from the other four BSN sites. This will provide stability and help ensure a smooth opening of the BSN program at OUE.

Per the suggestion of Dr. Helfrich, we note that Debby Henderson has conducted an initial analysis of the Belmont County/Upper Ohio River Valley region and noted a community need for a traditional Bachelor of Science in Nursing degree. The degree would not compete with existing providers but instead complement offerings (notably Belmont College that offers an associate degree in registered nursing). Moreover, the number of providers in the Greater
Wheeling (WV) area is now considered inadequate to meet the demand for qualified BSN nurses in area healthcare providers.

Already we have interest expressed by area hospitals in partnerships (notably from Barnesville Hospital) so we already have some inroads into establishing clinical sites. Given our significant distance from Athens (2 hours), Zanesville (1 hour), and other Ohio University campuses, the program would not create internal competition for students, instructors, or clinical placement locations. That said, the proximity to Zanesville would create an opportunity for some additional support and potentially shared resources to ensure that the program had the support it needs to begin and to grow.

We anticipate needing to search for a campus nursing associate director immediately and therefore ask for your review and comment as soon as possible. Admissions to the Eastern Campus pre BSN major code program may be possible for fall 2019 with admission to the BSN major anticipated for fall 2020. The primary contacts include School Director Debby Henderson or Interim Dean Bob Klein.

Sincerely,

Bob Klein, PhD
Interim Dean, Ohio University Eastern
Associate Professor
Ohio University Eastern
303 Shannon Hall
45425 National Road W.
St. Clairsville, OH 43950-9764
740.699.2494
kleinr@ohio.edu

Deborah Henderson, PhD, RN, CNE
Professor and School Director
College of Health Sciences and Professions
Grover Center E365
Associate Executive Dean for Nursing
Regional Hire Education
1 Ohio University
Athens, OH 45701
740.593.4494
hendersd@ohio.edu
February 15, 2019

Mr. Bob Klein
Ohio University Eastern
St. Clairsville, Ohio 43950

Dear Mr. Klein,

On behalf Wheeling Hospital, I am pleased to provide this letter of support for Ohio University Eastern’s nursing program. As the average American grows ever older, the nation more than ever needs qualified health-care professionals to meet its aging population’s needs. All over the United States, hospitals are desperately seeking to fill nursing positions. Wheeling Hospital is not immune to this issue. As we expand, we have a monumental need for qualified nursing employees.

The U.S. Bureau of Labor Statistics estimates there will be more than a million job openings for registered nurses by 2024, twice the number in past shortages. In West Virginia, and across the country, concerns about an increasing nursing shortage continue to grow. Hospitals in West Virginia are offering $30,000 sign-on bonuses, new vehicles for a two-year employment agreement, sign-on bonuses plus yearly employee incentive plans, and more. The need is vast.

In West Virginia, the shortage has been difficult to overcome. Virtually every hospital in the tristate area has turned to pricey travel nurse staff to fill the hiring gaps in the nursing pipeline. In West Virginia, we have to support placement of West Virginia Schools first; however, post discussion with our CNO, we have the capacity to assist in placement of Ohio University Eastern nursing students. Wheeling Hospital fully supports the addition of a BSN program at Ohio University Eastern.

We are looking forward to a long partnership with OUE that helps enhance our business climate with a talented workforce and strong regional partnerships. If you have any additional questions, please feel free to reach out to me at 304-243-8377.

Sincerely,

Heidi L Porter
V.P. of Quality and Regulatory Affairs
Wheeling Hospital
Joint Committee Meeting
Interoffice Communication

Date: March 4, 2019

To: The President and Board of Trustees

From: Dr. Chaden Djalali, Executive Vice President and Provost
       Craig Cornell, Senior Vice Provost, Strategic Enrollment Management

Re: Enrollment Update

This presentation will provide an overview of historic enrollments, fall progress and longer-term enrollment strategies for future years. The presentation will be compiled with the most recent numbers before the board meeting.

Highlights of the presentation will include:

- An overview of OHIO enrollments over the past decade compared to peers, regional and national statistics;
- An overview of the fall enrollment funnel metrics for new enrollments, compared to previous years;
- A discussion of the importance of student yield for meeting enrollment goals that includes a focus on:
  - 7-year enrollment goals tied to yield expectations
  - Factors that affect overall student yield
  - New approaches to recruitment and new yield initiatives
- An overview of online recruitment and growth opportunities;
- An overview of focused student success efforts led by SEEC and the Student Success Network.
Interoffice Communication

Date: March 1, 2019

To: The President and Board of Trustees

From: Deborah J. Shaffer, Vice President Finance & Administration, CFO and Treasurer
       Chaden Djalali, Executive Vice President & Provost

Re: FY20 Budget Planning & Financial Forecast

At our March meeting we will continue our budget planning conversation from January and provide an update of progress made, including employee compensation, revenue enhancement strategies, cost reduction plans, SEEC enrollment strategies, and containing reserve use. Our presentation and discussion at the meeting will focus on the budget planning challenges and strategies as the institution works to balance our FY20 Budget and develop multi-year projections through FY25, respecting the framework of President Nellis’ 2025 Strategic Plan.

Employee Compensation

University leadership has communicated this Board’s commitment to providing raises to employees - even in periods of financial restraint - to attract, retain, and recognize employees. As compensation discussions evolved through the budget planning process, a primary point of discussion was how to strike the right balance between maintaining a competitive compensation plan (i.e. rationale to provide a raise pool) versus containing costs in a challenging financial environment (i.e. rationale to limit raise pools).

After much discussion, University leadership is recommending a limited raise pool (1%, $3.68M) with the potential for additional compensation increases (.5%, $1.84M) mid-year. A significant amount of discussion occurred regarding the most effective methods of allocating raise pools to ensure we are maximizing our compensation goals.

The awarding of the January 2020 raise pool will be contingent upon exceeding our institutional financial performance metrics established in the approved FY20 Budget. Currently, we anticipate the
financial performance metrics and goals will be communicated to the University in July, after the passage of the state’s operating budget.

**Revenue Enhancement and Cost Containment update**

Administrative planning unit budgets are in the final year of 7% reductions initiated 3 years ago (accomplished over the three years of FY18-FY20). Vice Presidents continue to work with their planning units on cost reduction and avoidance strategies, opportunities to directly and indirectly support revenue growth and analyze and refine institutional planning assumptions. For FY20, the annual impact of these reductions is now $8.4M over FY17, and $20.6M has been removed cumulatively over the FY18-FY20 period.

The Provost continues to meet with each College and Academic planning unit to review each Unit’s financial projections, identify new strategies for program and revenue growth, discuss cost management and reduction, and understand the collective impact of these efforts on unit and University multi-year planning. Each college has been provided a potential financial target that incorporates the revenue growth and cost reduction strategies identified, and each college is identifying the number of years and amount of bridge funding required to achieve these financial targets. An update on the Provost’s Office discussion with the Academic Units will be included in the March BOT presentation.

**SEEC Enrollment Update**

An update from the Strategic Executive Enrollment Committee (SEEC) will be presented to the Board of Trustees in March. Topics presented in March will include: enrollment goals and resulting financial impact; market opportunities and challenges; and strategies and plans to achieve our goals. As SEEC finalizes the institutional enrollment, retention, and financial aid strategies through 2025, we will integrate those goals into the University’s tuition and enrollment planning assumptions.

**Facility Capital Planning**

As we analyze our operating budget assumptions and forecasts, we are also reviewing our planned investments in facilities and deferred maintenance (Capital Investment in Plant or Capital Improvement Plan - CIP). Our CIP is dependent upon leveraging reserves through our Central Bank and issuance of additional institutional debt in FY20. These plans and cash flows are being carefully evaluated and prioritized as we consider the impacts of current operating projections. An updated 6-year CIP will be presented for approval in June at the same time as the FY20 Operating Budget is submitted for BOT approval. There will be a presentation and discussion at this Board meeting outlining the process and data we are using to prioritize investments and seek feedback on those competing priorities.
Presentation Outline
We are actively developing materials for presentation to the Board of Trustees as we receive and analyze the impacts of the various inputs and strategies discussed. We expect to bring a presentation that summarizes the following information through FY25 in alignment with the President’s commitment toward long-term sustainable financial planning:

- Progress toward Academic and Administrative planning unit budget goals and targets established during prior year budget planning.
- Undergraduate and graduate enrollment strategies of SEEC and the colleges
- New strategies for revenue enhancement /cost reduction being developed during the FY20 budget planning process with sensitivity analyses of achieving outcomes.
- Current assumptions regarding CIP spend and investment and the respective debt service impacts.
- Budget Planning activities and timeline over the next three months as we work to finalize FY20 for presentation to the BOT in June, 2019.

The enclosed materials include the standard income statement forecasts and variance analyses which provide detailed information supporting current year forecasts.

Additionally, attached is a fee resolution, inclusive of the following fees, for which we will be requesting approval:

- Heritage College of Osteopathic Medicine Tuition and Fees
- Undergraduate & Graduate Course Fees
- Off-Campus Graduate Program Fees

We look forward to providing you with updates on our progress towards a sustainable financial model for Ohio University.
Exhibit A – FY19 Financial Forecast – Narrative Analysis

Significant Items – As Compared To Budget

<table>
<thead>
<tr>
<th>Budget Impact</th>
<th>Item</th>
<th>Notes</th>
<th>Section (Additional Details)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>State Appropriations</td>
<td>Budget $167.7M Forecast $171.8M</td>
<td>Operating Unit-State Appropriations</td>
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<td></td>
<td>Net Undergraduate Tuition &amp; Fees</td>
<td>Budget $235.8M Forecast $232.3M</td>
<td>Operating Unit-Net UG Tuition &amp; Fees</td>
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<td></td>
<td>Net Graduate Tuition &amp; Fees</td>
<td>Budget $96.3M Forecast $93.0M</td>
<td>Operating Unit-Net Graduate Tuition &amp; Fees</td>
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<td></td>
<td>Investment Income – Working Capital Pool</td>
<td>Budget $12.5M Forecast $6.8M</td>
<td>Operating Unit, Non-Operating Unit &amp; Exhibit D</td>
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<tr>
<td></td>
<td>Investment Income – Endowment Pool</td>
<td>Budget $33.1M Forecast $10.1M</td>
<td>Non-Operating Unit &amp; Exhibit D</td>
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<tr>
<td></td>
<td>Investment Income – Century Bond Pool</td>
<td>Budget $11.3M Forecast $3.9M</td>
<td>Non-Operating Unit &amp; Exhibit D</td>
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<tr>
<td></td>
<td>Total Salaries</td>
<td>Budget $372.3 Forecast $363.2</td>
<td>Operating Unit- Salaries</td>
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<tr>
<td></td>
<td>Total Benefits</td>
<td>Budget $121.9 Forecast $118.7</td>
<td>Operating Unit - Benefits</td>
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<td></td>
<td>Strategic Opportunity Reserve</td>
<td>Budget - Contributions $14M Forecast - Contributions $11.4M Budget - Use of funds $21.2M Forecast - Use of funds $13.8M</td>
<td>Exhibit E</td>
</tr>
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Summary of Investment Returns (see Exhibit D for complete summary)

<table>
<thead>
<tr>
<th></th>
<th>FY18 Actuals</th>
<th>FY19 Budget</th>
<th>FY19 Forecast</th>
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<tr>
<td>CB Long-term</td>
<td>6.9%</td>
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<td>CB Short-term</td>
<td>0.9%</td>
<td>1.5%</td>
<td>1.7%</td>
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<td>CB Conservative</td>
<td>0.4%</td>
<td>2.5%</td>
<td>2.0%</td>
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<td>Long-term Endowment Pool</td>
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<td>6.8%</td>
<td>1.9%</td>
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<tr>
<td>Working Capital – Tier II</td>
<td>0.9%</td>
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<tr>
<td>Working Capital – Tier III</td>
<td>0.3%</td>
<td>2.6%</td>
<td>2.8%</td>
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</table>
Summary of Operating Results

<table>
<thead>
<tr>
<th>Operating Unit Subtotals</th>
<th>FY19 Budget</th>
<th>FY19 Forecast</th>
<th>Variance</th>
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<tr>
<td>State Appropriations</td>
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<td>171.8</td>
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<td>Net Tuition, Fees, Room &amp; Board</td>
<td>423.5</td>
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<td>Grants &amp; Contracts</td>
<td>39.5</td>
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<td>Facilities &amp; Admin Cost Recovery</td>
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<td>0.6</td>
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<td>Gifts &amp; Endowment Dist.</td>
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<td>37.3</td>
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<td>Investment Income</td>
<td>9.1</td>
<td>7.9</td>
<td>-1.2</td>
</tr>
<tr>
<td>Internal &amp; External Sales</td>
<td>63.5</td>
<td>73.3</td>
<td>9.8</td>
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<tr>
<td>Total Revenues</td>
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<td>752.4</td>
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</table>

Total Salaries, Wages, & Other Payroll 372.3 363.2 -9.1
Total Benefits 121.9 118.7 -3.2
Supplies, Services, Capitalized Costs 194.1 194.8 0.7
Internal Principal & Interest 54.1 54.4 0.3
Total Expenses 742.4 731.1 -11.3
Total Allocations and Transfers 0.1 0.3 0.2
Subtotal - Results of Operations 6.7 21.0 14.3

Transfer To (From) Plant Fund 22.6 32.8 10.2
Transfer To (From) Quasi Endowments 1.0 1.6 0.6

Transfer To (From) Operating Reserve -17.0 -13.1 3.9

Operating Reserves and Net Position

Operating Units:
- FY19 Forecast $13.2M draw FROM reserves (as compared with budgeted $17M draw FROM reserves):
  - Athens Colleges ($6.8M draw FROM reserves):
    - $6.8M draw FROM reserves (versus $4.6M budgeted draw)
    - $5.1M in salary savings and $1.3M in benefits savings from position vacancies
    - $7.9M increase in transfer to Plant Funds
  - Regional ($0.8M transfer TO reserves):
    - $0.8M transfer TO reserves (versus $0.1M budgeted transfer)
  - Auxiliaries ($8.3M draw FROM reserves):
    - $8.3M draw FROM Auxiliary reserves (versus $6.5M budgeted draw)
    - $18.8M transfer to fund capital projects (versus $16.7M budgeted transfer)
  - Central and Administrative Operations ($4M transfer TO reserves):
    - $4M transfer TO reserves (versus $1.5M budgeted transfer)
    - $4.5M unbudgeted royalty revenue offset by $2.2M unbudgeted professional services (inventor payments);
    - $3M in salary savings from position vacancies
    - $5.3M transfer to capital projects (versus $5.1M budgeted transfer)
  - Reserves ($2.8M draw FROM reserves):
    - $2.8M draw FROM reserves (versus $7.4M budgeted draw)
    - -$2.8M in Net Undergraduate Tuition & Fees (versus $1.1M budgeted)
Non-operating Units:
- A decrease in Endowment Value of $8.1M (versus budgeted $14.3M increase) after consideration for new gifts to the endowment of $10M, increases for transfers into Quasi-endowments of $0.7M, Investment income of $10.1M (versus budgeted income of $33.1M), and Endowment Distributions of $28.9M.
- Projected Capital Spend of $81.7M (versus budgeted expenditures of $101.7M) resulting from delayed timeframes on major capital projects relative to the timeframes developed during the CIP process last spring.
- A $7.3M decrease in the Century Bond Portfolio (versus budgeted $0.1M increase), after consideration of $12.8M of Internal Loan payments from the Operating Budget (budgeted), a gain on investments of $3.9M (vs $11.3M budgeted), payment of external bond interest of budgeted $14M, and transfer of budgeted $10M principal to fund deferred maintenance projects per the plan.
- A decrease in Internal Bank assets of $94.1M (versus budgeted $93.9M decrease) primarily associated with the total forecasted draw FROM reserves of $13.1M vs the budgeted draw FROM reserves of $17M (explained above) & -$1.1M investment earnings (versus $3.4M budgeted)

GAAP Adjusted Total:
- An overall forecasted GAAP adjusted $21.2M increase in net position, an unfavorable $19.7M variance to budget.

Income Statement Presentation (Statement of Activities)

Following are the forecasted consolidated financial results for the University and Foundation with the following structure:

Row Structure:
Primary revenue, expenditure, and transfer categories.

Column structure:
GAAP adjusted totals are inclusive of all funds (for example: gifts, investment income, endowment distributions) and are broken down into the following columns:

- Operating unit subtotals:
  - Athens campus colleges and schools (HCOM has been consolidated)
  - Regional campuses
  - Auxiliaries
  - Central and Administrative Operations
  - Reserves
- Non-Operating unit subtotals:
  - Endowment
  - Capital
  - Century Bond
  - Internal Bank
- Component Units
- Financial Statement Adjustments
- Central Forecasting Adjustments (NEW)

Further descriptions of each column can be found in each narrative section.

The supporting narrative explains forecasted variances from the budget approved by the Board in June 2018.
Forecast for fiscal year 2019 as compared to fiscal year 2019 budget and fiscal year 2018 actual results

OPERATING UNITS – this is the results of operations of our operating units of the university detailed by our Athens Colleges and Schools, Regional Campuses, Auxiliaries, Central and Administrative Operations, and Reserve activities as compared with the FY19 BOT approved Budget.

Revenues

State Appropriations ($171.8M): 2.5%, $4.1 million more than FY19 Budget
- The Ohio Department of Higher Education has updated the FY19 SSI funding model to incorporate final credit hour and degree completions for the 2018-17 Academic Year. The finalized state distribution model resulted in an increase of $4.1 million in state appropriations as compared to budget, which is presented in the Reserve column. The increase in funding is related to Ohio University’s increasing share of the statewide undergraduate and graduate degree production as well as increasing shares of UG at-risk funding.

Net Undergraduate Tuition & Educational Fees ($232.3M): -1.5%, $3.5 million less than FY19 budget
- Athens fall freshman enrollments of 3,980 were 9 more than the adjusted June projection and 65 fewer than the previous Fall. Athens fall transfer students of 445 were 16 fewer than the budget (and prior Fall enrollment) of 461 students. The annual decline in the Athens freshman enrollments when combined with declining non-resident headcounts and retention through spring term account for a loss of $4.0M in gross UG Athens tuition. In addition, a significant decline in summer credit hour production results in an additional loss of $1.9M in gross UG tuition. The net impact of fall, spring, and summer enrollments has created a variance of roughly -$5.9M of gross tuition revenue.
- Athens UG Financial Aid is forecasted as a positive $3.1M variance to budget; +$0.9M in planning unit aid and +$2.2M in OU’s SFA awards. This positive variance exists because of the lower UG enrollments, particularly within the freshman student cohort.
- Regionals gross tuition is forecasted to be $0.5 less than budget, driven by the continued decline in enrollments and FTE production but offset by a decline in budgeted UG student financial aid.
- Undergraduate online learning revenue is expected to be $0.8M higher than budget due to higher-than-budgeted FTEs in Fall 2018, mostly in the RN-to-BSN program.
- Program fees are forecasted to generate $0.6M less than budgeted driven by an overall decline in budgeted UG enrollments.

Net Graduate Tuition & Educational Fees ($93.0M): -3.4%, $3.3 million less than FY19 budget
- Net Graduate Tuition & Educational Fees were budgeted to grow by $9.2M in FY19, a 10% increase from the prior year. The key drivers of the increased budget included the addition of a new cohort to the Heritage College of Osteopathic Medicine’s Cleveland campus ($3.4M), as well as expanded online program offerings through the Athens Colleges ($4.9M).
- Gross Graduate Tuition is forecasted to be $4.3M lower than budget, driven primarily by lower-than-anticipated growth in new online and professional programs.
- Graduate Financial Aid is forecasted as a positive $1.0M variance to budget. This positive variance exists because of lower enrollments in traditional graduate programs.

Room & Board ($91.3M): -0.1%, $0.1 million less than FY19 budget
- Total Room (Housing and Residence Life) revenues are forecast to be $52.1M, equal to the enrollment-adjusted budget, but down from prior year actuals by $0.5M, despite fee increases
  - The FY19 forecast for Room revenue has a decrease of 266 residents from Fall 2018 and a decrease of 334 residents for Spring 2019. From Fall 5th week to Spring 5th week, there is a decrease of 496 residents, a 6.75% drop. The average % decrease over last 3 years is 6.21%.
• Total Board (Culinary Services) revenues are forecast to be $39.2M trailing budget by $0.1M and -0.3% driven by a drop in projected enrollment assumptions vs actuals. The FY19 forecast is down $0.4M from prior year actuals.

Grants and Contracts ($38.8M): -1.8%, $0.7 million less than FY19 budget
• Grant revenue is a difficult line item to forecast due to the timing and uncertainty of funds.
• FY19 forecast is up $2.5M from FY18 actuals, with $2.4M of the increase forecasted by the Voinovich School. Other Government foreign entities and State of Ohio agencies contributed to the increase

Facilities and Administrative (F&A) Cost Recovery ($6.7M): 9.8%, $0.6 million more than FY19 budget
• This is the indirect expense recovery on Grants and Contracts. F&A revenue will fluctuate as the portfolio of Grants and Contracts changes. The negotiated rate of recovery is 51% for research. However, some federal entities and many non-federal entities would not be funded using this full rate.
• The College Credit Plus program in State grants does not generate any overhead recovery.
• There is an 18% allocation that is used by the Vice President for Research office to support start-up and research investments. While this does not change the overall impact of this revenue source it does change the presentation of this activity by moving it to the Central and Administrative Operations column and out of the Athens Colleges and Schools column.

Endowment Distributions ($28.9M): -3%, $0.9M less than FY19 budget
• Endowment Distributions represent the income brought into operations derived from our endowment spending policy, or distribution. Our current spending policy is 6%, inclusive of the 2% administrative fee. Endowment distributions are calculated on the 36-month trailing average ending the December prior to the budget year, and new gifts are not eligible for distribution unless they are received by this date. Consequently, actuals should consistently equal budget unless there is Board approval for additional spending. There is a 3.2%, or $0.9M increase, as compared with prior year reflecting the positive impact of new gifts added to the endowment in recent years.
• The $0.9M forecasted variance to budget reflects a special distribution from a Russ College quasi-endowment fund to support facilities renovations. This distribution was budgeted as an endowment distribution but will be recorded as a transfer from quasi endowments.
• This category is eliminated in the Endowment column as we record actual earnings on investments versus distributions taken.

Gifts and Contributions ($8.4M): -16%, $1.6M less than FY19 budget
• Advancement is projected to achieve the budgeted gift amounts. An adjustment is reflected in the Central Forecasting as FY19 expendable gift revenue as forecast by the Operating Units is lower than budget, and down $4.4M, or 34.4% from FY18 actuals.

Investment Income to Operations (investment income is also in the Endowment, Century Bond, and Internal Bank columns) ($7.9M): -13.3%, $1.2M less than FY19 budget.
• A portion of the investment income on working capital is brought into operations to support the strategic priorities identified in the Strategic Opportunity Reserve (See Exhibit E). This amount is budgeted at $7.5M. Any residual investment income from working capital is recorded in the Internal Bank column.
• Also included in this line are $1.6M of budgeted earnings on Foundation working capital which are included as a part of the all-funds view and are available for the support of Advancement operations. These funds are invested in the LT Pool and were budgeted to return 5.9% during FY19 but are now forecasted to return 1.9% through June 30, 2019, or $0.4M. As of January 2019, the return expectation was revised from 5.9% to 6.8%. The forecasted return is calculated by assuming the expected return of the LT Pool (6.8%) for the remaining months in the fiscal year
applied against the value of the LT Pool in January 2019 which included an estimated –0.8% return for the first 7 months of the fiscal year.

- Please see Exhibit D for a summary of our forecast investment returns. Exhibit D summarizes our investment pools and how they are represented in our income statement column structure.

**Internal & External Sales ($73.3M): 15.4%, $9.8M more than FY19 budget**

- Internal sales represent intercompany revenues from the sale of goods or services to other University departments. Examples include transportation, catering, workshops, mail, printing, and services provided by Facilities Management not covered in general maintenance.
  - The units buying the goods/services have the offsetting expense included in Operating expenses; consequently, increases to internal sales revenue are offset by increases to Operating expense and is primarily budget neutral.

- External sales primarily include royalties, rebates, professional services, NCAA revenue, land & facility rentals, computer sales & noncredit instruction, along with many other smaller items.
  - Revenue increases in External Sales are typically offset by incremental expenses, primarily in operating expenses; consequently units have not historically placed focus on budgeting the specific revenue/expenses as they offset.
  - The forecasted recognition of a $4.5M of royalty revenue was not budgeted due to the uncertainty of the receipt of the funds. Athletics is projecting $2.1M of one time only funds from the signing of the IMG contract that was not budgeted and will be used for early repayment of internal loans to relieve pressures on reserves. Prescription and Medical rebates are trending higher than budget by $1.2M.

**Administrative Cost Distribution (-$0.1M): -$0.1M less than FY19 budget**

- Represents the funding provided to Administrative Units to support their operating costs. This pool of funding is collected via the Administrative Cost Allocation charged to responsibility centers based on various allocation factors.

**Expenses & Transfers**

**Salaries, Wages, & Other Payroll ($363.2M): -2.4%, $9.1 million less than FY19 budget**

- The variance between FY19 forecast and FY19 budget includes a projected $4.9M savings from Athens Colleges and Schools based on changes to hiring timetables and projected savings in the Central and Administrative Operations units of $2.5M.

- Current forecasts for FY19 expenditures are $8.6M and 2.4% higher than FY18 actuals caused in part by the FY19 raise pool of 1.5%. This is the largest expenditure line item and will likely change in later forecasts as budgets are usually built with no vacancy savings and positions are not filled as quickly as expected.

**Benefits ($118.7M): -2.6%, $3.2 million less than FY19 budget**

- FY19 expenditures are forecast to be less than budget by $3.2M. Healthcare, Retirement and Medicare are down based on the lower forecast salaries. In addition, Workers Compensation is forecast to be down based on more recent lower claims experience.

- The table below provides Benefits as a percent of Salaries, Wages & Other Payroll for the Operating Units:

<table>
<thead>
<tr>
<th></th>
<th>FY17 Actual</th>
<th>FY18 Actual</th>
<th>FY19 Budget</th>
<th>FY19 Forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY17</td>
<td>31.4%</td>
<td>31.9%</td>
<td>32.7%</td>
<td>32.7%</td>
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</table>

**Operating Expenses - Includes the categories of Supplies & Services, Professional Services, Occupancy & Maintenance, Cost of Goods Sold & Other Operating Expenses ($188.5M): -0.1%, $0.1 million less than FY19 budget**
- Forecasted increases and decreases in many revenue categories effect operating expenses. Included in this forecast are the inventor payments for unbudgeted royalty revenue.

**Capital Costs ($6.3M): 14.5%, $0.8 million more than FY19 budget**
- There is no trended timing of capital purchases making this a difficult line item to budget. This line includes capital purchased with operating funds as well as on grant funded projects.

**Internal Principal & Interest ($54.4M): 0.6%, $0.3 million more than FY19 budget**
- This category includes payments made by the operating units for debt service and was budgeted to reflect loans identified for capital projects under the Capital Improvement Plan. The forecasted increase is related to a $1.3M increase for athletic capital projects partially offset by a $1M decrease from delayed Information Technology projects.

**Capital Cost Allocation (net $0): Equal to FY19 budget**
- Charges to colleges to recover the cost of central internal debt service.

**Contribution Margin (net $0): Equal to FY19 budget**
- Fees charged to colleges on operating revenues, which is utilized to balance operating results across academic units and provides resources for strategic initiatives.

**Transfers to/(from) Operating Reserves (-$9.9M): -22%, $2.8M less than FY19 budget**
- This 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 forecasted net deficit -$9.9M will be funded by a transfer from working capital in the Internal Bank column.

**Transfers to/(from) Plant Fund-Capital Projects ($32.8M): 45.1%, $10.2M more than FY19 budget**
- This represents the forecasted transfer of funding from operating units to the respective Capital project funding. HCOM is forecasting $7.5M over budget for capital projects. The forecasted increase of $2.1M in the Auxiliaries column is due to forecasted changes to multiple projects from Housing & Residence Life of $0.8M and Athletics of $1.3M.

**Transfer Net Results to Fund Balance (-$3.2): -25.6%, $1.1M less than budget**
- Represents the transfer/(draw) of our Operating Unit net results to/(From) fund balance/reserves. This was budgeted at -$4.3M draw.

**ENDOWMENT**— The column totals reflect the change in the net asset balances for our endowment funds. The activity is inclusive of:
- Eliminating the endowment distributions that are recorded as revenue in the Operating Units;
- Actual endowment investment results for the year;
- New gifts to the endowment;
- Transfers from operations to quasi endowments.

**Gifts ($10M): Equal to FY19 budget**
- FY19 endowed gift revenue is forecasted to be up $0.7M or 8% from FY18 actuals. Endowed gift revenue consists of outright gifts and pledge payments that are received in cash and added to the endowment during the fiscal year.

**Investment Income ($10.1M): 69.5%, $23.0M less than FY19 budget**
- Investment income/loss is comprised of interest, dividends, realized gains (losses), and unrealized gains (losses). In the Endowment column the investment income/loss stems from the University and Foundation endowment assets invested in a long-term, broadly-diversified portfolio (LT Pool). This represents the appreciation (depreciation) of our asset pool. The actual return of our
diversified pool through June 30, 2018 was 6.5% and the forecasted FY19 return is 1.9% net of fees. The LT endowment pool was initially budgeted to return 5.9% during FY19, and this expectation is based on our investment advisor’s assessment of market circumstances. As of January 2019, the return expectation was revised from 5.9% to 6.8%. The forecasted return is calculated by assuming the expected return of the LT Pool (6.8% annualized return) for the remaining months in the fiscal year applied against the value of the LT Pool in January 2019 (which included an estimated -0.8% return for the first 7 months of the fiscal year).

- The current forecasted investment income from the endowment in the LT Pool is $10.1M net of fees for the year as compared with the budgeted amount of $33.1M which was based on the portfolio's target return of 5.9%.
- Please see Exhibit D for a summary of our forecast investment returns. The Exhibit summarizes our investment pools and how they are represented in our income statement column structure.

**Transfers to/(from) Quasi Endowments ($0.7M): 30%, $0.3M less than FY19 budget**

- Represents the transfer from operations for quasi endowments. The transfer to quasi endowments of $0.7M represents $1.7M in projected University match resulting from the Undergraduate Scholarship Matching Program and the HCOM match resulting from the Heritage College Scholarship Match Program, netted against a $1M transfer from a Russ College quasi endowment for the purpose of supporting capital improvements. This withdrawal was budgeted as an endowment distribution but will be recorded as a transfer from 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.

**CAPITAL – This column is reporting the majority of our plant activity for the fiscal year. It records the capitalized facility projects, as well as the respective operating costs for the fiscal year. Funds brought in from reserves, project period set-asides, State Capital Appropriations or external grant funds are included as revenues/transfers to reflect a bottom line change in net asset use/draw on bond funding for the year.**

**State Appropriations-Capital ($22.3M): -4.7%, $1.1 million less than FY19 budget**

- The State of Ohio's biennial Capital Budget provides appropriations for the repair, reconstruction and construction of capital assets. Revenue is recognized as funds are spent (versus when appropriated). Some projects originally scheduled for fiscal year 2019 are now delayed and are scheduled for fiscal year 2020 causing the budget to exceed forecast.

**Grants and Contracts ($3.8M): 22.6%, $0.7 million more than FY19 budget**

- Includes funding from the FAA and Ohio Department of Transportation (ODOT) for Airport improvements & the Federal Communication Commission for WOUB channel reassignment. Forecast is higher than budget due to $0.3M ODOT funds not budgeted and the FCC funds are expected to spend out slightly faster than budgeted.

**Capitalized Costs ($81.7M): -19.7%, $20 million less than FY19 budget**

- Based on our current project schedules, capital expenditure forecast for FY19 ($81.7M) will be lower than the budgeted amount projected at the time of CIP development ($101.7M). While a majority of the projects in the CIP will move forward as planned, delays in project timing will mean the capital expenditures will be recognized in future years. Capitalized costs will be offset in the Financial Statement Adjustment column as they are put on the balance sheet so there is no effect to bottom line.

**Transfers to/(from) Plant Fund-Capital Projects:**

- This represents the funding transfers from all other columns and will always cause the total to equal zero across all columns.
**CENTURY BOND** – This column reflects activity associated with the Century Bond/Deferred Maintenance Program. This presentation includes:

**Investment Income:**
- Represents earnings on the unspent portion of the $250M century bond proceeds. Funds were received in late November 2014 and are invested in accordance with the Investment Policy approved by the University and Foundation Boards. $150M of the proceeds were designated to be invested in a long-term diversified strategy. $97M of proceeds were set aside for the initial 3-4 year program needs and invested in highly liquid securities.
- The century bond long-term pool returned 6.7% and 12.5% in fiscal years 2018 and 2017, respectively. This pool’s forecasted FY19 return is 1.7% net of fees. The century bond long-term pool was initially budgeted to return 5.9% during FY19, and this expectation is based on our investment advisor’s assessment of market circumstances. As of January 2019, the return expectation was revised from 5.9% to 6.8%. The forecasted return is calculated by assuming the expected return of the LT Pool (6.8%) for the remaining months in the fiscal year applied against the value of the LT Pool in November 2018 which included an estimated -1.0% return for the first 7 months of the fiscal year.
- In May 2016, the unspent short-term proceeds of approximately $77.2M were invested in Baird Ultra-Short-term and Short-term Bonds. As a result of $17M in distributions during FY17 for capital spend, $21.1M in distributions during FY18 for capital spend, $3.6M in distributions during FY19 for capital spend, and investment income of $2.2M, this pool has a balance of approximately $37.7M as of November 2018.
- Please see Exhibit D for a summary of our forecast investment returns. The Exhibit summarizes our investment pools and how they are represented in our income statement column structure.

**Internal Loan Principal & Interest:**
- Reflects the principal and interest payments into the Century Bond program for outstanding loans.

**Debt Service – Interest:**
- Interest payments due on the $250M century bond external debt.

**Transfers to/(from) Plant Fund-Capital Projects:**
- Reflects the transfer of $10M of funding from the Century Bond Bank to fund the Deferred Maintenance program.

**INTERNAL BANK** – With the implementation of the Internal Bank model, we are separately accounting and reporting for that portion of our net assets which represent university working capital (excludes endowment funding and bond funding). These funds include accumulated fund balances in the operating units as well as central reserves from operations and any investment appreciation on those funds.

**Investment Income:**
- Estimated investment income/loss on working capital funds. The University’s investment income/loss is comprised of interest, dividends, realized gains (losses), and unrealized gains (losses). A portion of working capital funds (approx. $116.2M) are invested alongside the endowment in LT Pool. As of January 31, 2019, the remainder (approx. $336.7M) is invested in several working capital and cash pools.
- The LT Pool achieved a return of 6.5% for the fiscal year 2018. The FY19 forecasted investment return for the LT Pool is 1.9%. The university also utilizes several new working capital pools, pursuant to the tiered investments structure outlined in a revised working capital investment policy that was approved by the board in October 2015. These pools’ returns ranged from 0.3% to 9% during FY18. The FY19 forecasted investment return for the tiered working capital pools range from 2.3% to 3.1%.
Includes a $6.4M forecasted return on working capital which is offset by transfer to Operations of $7.5M to fund the Strategic Opportunity Reserve (which was a budgeted use) netting a -$1.1M forecasted return on working capital investments remaining in the Internal Bank.

Please see Exhibit D for a summary of our forecast investment returns. The Exhibit summarizes our investment pools and how they are represented in our income statement column structure.

Other Operating Expense:
• Includes investment and financial advisory services.

Internal Loan – Principal & Interest:
• Internal loan payments from our operating units will be collected by the Internal Bank and used to make the external debt service payments. This includes both dollars lent to specific departments/projects from debt funded projects as well as loans of working capital dollars.

Debt Service – Principal / Debt Service – Interest:
• Actual (and accrued) debt service payments, principal and interest, against university outstanding debt, exclusive of that reported in the Century Bond column.

Transfers to/(from) Operating Reserves:
• This represents the amount that units are drawing from reserves to cover current year operations (positive) or the amount that units are adding into reserves (negative). Forecasted draw of $9.9M in the operating units (vs. a budget draw on working capital of $12.7M).

Transfers to/(from) Plant Fund-Capital Projects:
• Reflects the projected transfers of funding from the Internal Bank to the respective Capital project funding.

Transfer Net Results to Fund Balance:
• Represents the transfer of our Operating Unit net results to fund balance/reserves.

Total Transfer To/(From) Reserve:
• Total of Transfers to/(from) Operating Reserves and Transfer Net Results to Fund Balance. Represents the total draw on working capital forecasted deficit of $13.1M in the operating units (vs. a budget draw on working capital of $17M).

COMPONENT UNITS - TechGrowth Ohio Fund & OUF Subsidiaries - Entries recorded as a part of the required consolidation. This section of the report will discretely present the impact of our consolidated component units.

Internal & External Sales:
• $9.5M in revenue for FY19 equal to budget.

Operating Expenses - Includes the categories of Supplies & Services, Professional Services, Occupancy & Maintenance, Cost of Goods Sold & Other Operating Expenses:
• $7.1M in expense for FY19 equal to budget and up $0.3M as compared to FY18.

FINANCIAL STATEMENT ADJUSTMENTS - Adjustments required for conformance with generally accepted accounting principles (GAAP) which will allow for crosswalk to the external statements presented to the Board of Trustees each year. Items included in these adjustments are:
• Elimination of Other External Sales and Operating Expenses related to the consolidated component units;
• Annual adjustment to Pension & OPEB expense (Benefits line item) for GASB 68 Unfunded pension liability & GASB 75 Unfunded OPEB liability;
• Elimination of capital expenditures and addition of depreciation;
• Elimination of principal payments on bonds;
• Debt premium, discount, and refunding amortizations;
• Also included for FY18 are multiple year-end accrual items previously included in the Central & Admin Operations column.

Internal & External Sales:
• Reflects the eliminations for the component units.

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 unfunded pension & unfunded OPEB obligation as a liability. As a result, Ohio University reports net pension & net OPEB liabilities and deferred inflows and outflows related to pension & OPEB in its financial statements. The impact of net adjustments to these accounts are reported under pension expense.
• There are various factors affecting the unfunded pension & OPEB liabilities and such will cause an increase or decrease in the net pension liability each year. These factors include:
  o Changes in plan assumptions about economic and demographic factors;
  o Changes in proportionate share of contributions;
  o Differences between actual and expected experience; and
  o Differences between actual and expected investment earnings.
• The impact to pension expense for these factors in FY18 was a credit of $97.4M. Due to the uncertainty of these factors, we forecasted FY19 results at a net $0 change.

Operating Expenses:
• Supplies & Services & Other Operating Expenses include a budgeted credit for $2.7M in component unit eliminations.
• Occupancy & Maintenance includes a non-budgeted expense for recognizing a partial year of deferred rent.

Capitalized Costs:
• Reflects the capitalization of facilities placed in service and construction in progress to assets on the balance sheet that are then brought into expense as they are depreciated over their useful life.

Debt Service - Principal:
• Principal payments against external debt are eliminated as it is recorded as a decrease to long-term debt on the Balance Sheet.

Debt Service - Interest:
• Amortization of bond premium and discounts.

Depreciation:
• Recorded depreciation for all capital assets. Depreciation is forecasted to increase over budget due to large capital additions in the prior year (1/2 year depreciation rule in year of capitalization) and current year.

CENTRAL FORECASTING ADJUSTMENTS - This section of the report will present high-level adjustments to the Planning Unit forecasts based on Central assumptions/trends.

Grants & Contracts:
• Additional $3.3M in revenue for FY19 based on calculations by the Finance Grants Manager on year to date actuals plus remaining funds spread evenly over the remaining months on the grant and
additional funding to be received based on prior year revenue and planning units forecasts. The forecast had fluctuations in federal, state, other government and private.

**Facilities and Administrative (F&A) Cost Recovery:**
- Additional $1M in revenue based on a review of current and expected grants, and a lower than expected budget for this line item.

**Gift Contributions:**
- Additional $1.6M in revenue based on the Division of University Advancement goals.

**Salaries, Wages, & Other Payroll:**
- Decrease of $1.2M in expense. This line item is traditionally forecast too high by the Operating Units and will likely change in later forecasts as budgets and forecasts are usually built with no vacancy savings, and positions are not filled as quickly as expected.

**Benefits:**
- Increase of $0.4M in expense based on trends in benefits as a percent of Salaries, Wages, & Other Payroll.

**Supplies & Services & Professional Services:**
- Increase of $3M in expense based on increases to the revenue categories above.

**Transfers to/(from) Quasi Endowments:**
- The transfer to quasi endowments of -$0.9M represents the difference between Planning unit forecasts for University & HCOM match resulting from the Scholarship Matching Programs, Planning unit forecasts for withdrawals from the Quasi endowment, and the Central assumptions for these items.

### Balance Sheet-Ohio University (Statement of Net Position)

Attached you will find a forecasted Balance Sheet, for **Ohio University** only, for the period ended June 30, 2019 with comparative actual data for June 30, 2018 & 2017.

Following is an explanation of changes for the forecast at June 30, 2019 as compared with the last fiscal year end June 30, 2018:

**Cash and Cash Equivalents ($86.9M):** **$0.4 million increase FY19 forecast over FY18 actual**
- Even though we are forecasting a higher capital spend for FY19 it will be partially funded by increases in State Capital Appropriations and Capital Grant funds. In addition, we have received an advance on Grant funds that will cause an increase in cash and a corresponding increase in unearned revenue below.

**Restricted Cash & Cash Equivalents ($57M):** **$12.7 million decrease FY19 forecast over FY18 actual**
- Residual spending from the bond issuances that are used for the capital plan (see capital assets below)
- Construction escrow deposits remain the same at $1M.

**Investments ($605.4M):** **$8.4M decrease FY19 forecast over FY18 actual**
- The Century Bond long term pool is forecast to increase by $2.7M related to investment returns, and the Century Bond short term pool is forecast to decrease by $21.6M because the short-term pool is being used for the capital plan (see capital assets below).
- The Century Bond debt reserve is forecast to increase by $0.1M related to investment returns.
- The Long-term endowment pool is forecast to decrease by $1.2M, and this is related to investment returns, the spending allocation, administrative fees, and transfers to quasi-endowments.
University working capital investments are forecast to increase by $6.1M. Tiers II and III are forecast to increase by $3.9M, the diversified pool (Tier IV) is forecast to increase $1.9M, and the Student Investment Pool (Tier IV) is forecast to increase by $0.3M.

Included in the investments is $161.6M of forecasted unspent Century Bond proceeds as of June 30, 2019 (see Net Investments in Capital section below).

Also included is an increase in investments for TechGrowth Ohio of $2.1M.

**Capital Assets-net of depreciation ($1,073.8M): $31.6 million increase FY19 forecast over FY18 actual**

- Forecasted spending for capitalizable buildings, infrastructure & CIP total $81.7M including:
  - $7.6M for Chemistry Building (Clippinger Renovation Strategy Phase I)
  - $7.5M for Ellis Hall Infrastructure Renewal
  - $5M for Washington Water / Bathroom Upgrades
  - $4.1M for HCOM Phase I Utilities
  - $2.7M for HCOM Phase 1: Academic and Clinical Research

- There are also forecasted purchases from operations of $6.3M for machinery, equipment & library books

- These are offset by forecasted depreciation expense of $56.4M.

**Accounts Receivable, Prepaids & Other Assets ($85.8M): $11.6M decrease FY19 forecast over FY18 actual**

- Royalty receivables are forecasted to decrease by a net $7.6M for payments already received in FY19.
- Activity transacted between Ohio University and the Ohio University Foundation creates an intercompany receivable on Ohio University’s books each year end. In the normal course of business cash is transferred to eliminate the AR on OU’s books and the AP on OUF’s books. This AR is expected to decrease at June 30, 2019 due to more accurate forecasting of the cash transfer needed.
- Prepaids and Inventory are also in this category and are not expected to change.

**Deferred Outflows of Resources-Deferred charge on bond refunding & Pension & OPEB ($117.5M): $0.4 million decrease FY19 forecast over FY18 actual**

- The change is the continuing amortization of the refunding of prior bonds.
- Pension & OPEB - Information is not yet available to forecast any changes.

**Accounts Payable & Accrued Liabilities & Other ($102.3M): $4.9 million decrease FY19 forecast over FY18 actual**

- Inventor payables on royalties will decrease due to the royalties already received in FY19 that have been due to OU for the past 7 quarters. It is also expected that the liability booked of $2.5M for MRC will decrease during FY19.
- Vendor accounts payable is expected to increase due to higher capital spend but will be offset by continued decreases to the Worker’s Compensation tail claims accrued liability.
- Accrued payroll, benefits & withholdings is expected to be similar.
- Deposits for student health insurance as well as agency scholarship deposits are expected to be similar.

**Unearned Revenue ($45.4M): $6 million increase FY19 forecast over FY18 actual**

- 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.
- The $6M increase from FY18 to FY19 is due to an advance on Grant funds.

**Net Pension & OPEB Liabilities ($510M): No change FY19 forecast over FY18 actual**

- Information is not yet available to forecast any changes.
**Bonds & Notes Payable-net of premium & capital leases ($617.6M)**: $18.1 million decrease FY19 forecast over FY18 actual
- The change includes $16.1M principal payments due Dec 1, 2018, and amortization of $1.9M bond premium.
- $0.1M decrease for payments on Capital leases and a forecast of no new capital leases.

**Deferred Inflows of Resources–Deferred gain on bond refunding & Pension & OPEB ($62.2M)**: $0.1 million decrease FY19 forecast over FY18 actual
- The change is the continuing amortization of the refunding of prior bonds.
- Pension & OPEB - Information is not yet available to forecast any changes.

**Net Investment in Capital Assets ($673.7M)**: $10.3 million increase FY19 forecast over FY18 actual
- GASB 34/35 requires that Investment in Capital Assets be reflected net of any outstanding debt and depreciation. If there are significant unspent debt proceeds at year end, the portion of the debt attributable to the unspent proceeds should not be included.
- For FY19, Net Investment in Capital Assets is calculated as follows:
  
<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Assets – net of depreciation</td>
<td>$1,073.8M</td>
</tr>
<tr>
<td>Less Bonds &amp; Notes Payable – net of discount &amp; premium</td>
<td>($617.6M)</td>
</tr>
<tr>
<td>Plus the Unspent Century Bond Proceeds</td>
<td>$161.6M</td>
</tr>
<tr>
<td>Plus the Unspent proceeds from prior Bonds</td>
<td>$ 56.0M</td>
</tr>
<tr>
<td>Total</td>
<td>$673.7M</td>
</tr>
</tbody>
</table>

**Restricted – Nonexpendable ($22.6M)**: No change FY19 forecast over FY18 actual
- The restricted-nonexpendable net asset balance represents the value of the University Endowment corpus. There are relatively few new donations to the University endowment.

**Restricted – Expendable ($35.7M)**: $2.7M increase FY19 forecast over FY18 actual
- 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. The grant and component unit fund balances are forecast to increase in fiscal year 2019.

**Unrestricted (-$43.1M)**: $16.9M increase FY19 forecast over FY18 actual
- The forecasted unrestricted net position includes the -$455.6M impact of the GASB 68 & 75 requirements for booking the unfunded pension & OPEB liabilities net with $412.5M of unrestricted net position, the majority of which has been internally designated for planning units, reserves or commitments.
## Exhibit B - FY19 Income Statement Forecast

### Athens Colleges & Schools

<table>
<thead>
<tr>
<th>Revenue &amp; Expense Categories</th>
<th>FY18 Budget</th>
<th>Forecast</th>
<th>FY18 Actual</th>
<th>FY19 Budget</th>
<th>Forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gross Undergraduate Tuition &amp; Fees</td>
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<tr>
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<tr>
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<td>(28.1)</td>
<td>(27.1)</td>
<td>(27.1)</td>
<td>(27.2)</td>
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<tr>
<td>Net Graduate Tuition &amp; Fees</td>
<td>86.3</td>
<td>90.7</td>
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<td>0.1</td>
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</table>

### Regional Campuses

<table>
<thead>
<tr>
<th>Revenue &amp; Expense Categories</th>
<th>FY18 Budget</th>
<th>Forecast</th>
<th>FY18 Actual</th>
<th>FY19 Budget</th>
<th>Forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td></td>
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<tr>
<td>Gross Undergraduate Tuition &amp; Fees</td>
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<tr>
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<td>(28.1)</td>
<td>(27.7)</td>
<td>(27.7)</td>
<td>(27.6)</td>
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<tr>
<td>Net Graduate Tuition &amp; Fees</td>
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<td>90.7</td>
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<td>0.1</td>
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### Auxiliaries

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<tr>
<th>Revenue &amp; Expense Categories</th>
<th>FY18 Budget</th>
<th>Forecast</th>
<th>FY18 Actual</th>
<th>FY19 Budget</th>
<th>Forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
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</table>

### Central & Admin. Operations

<table>
<thead>
<tr>
<th>Revenue &amp; Expense Categories</th>
<th>FY18 Budget</th>
<th>Forecast</th>
<th>FY18 Actual</th>
<th>FY19 Budget</th>
<th>Forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
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</table>

### Reserves

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<tr>
<th>Revenue &amp; Expense Categories</th>
<th>FY18 Budget</th>
<th>Forecast</th>
<th>FY18 Actual</th>
<th>FY19 Budget</th>
<th>Forecast</th>
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<tbody>
<tr>
<td>Revenue</td>
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</table>

### Operating Activity Subtotal

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<thead>
<tr>
<th>Revenue &amp; Expense Categories</th>
<th>FY18 Budget</th>
<th>Forecast</th>
<th>FY18 Actual</th>
<th>FY19 Budget</th>
<th>Forecast</th>
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<tr>
<td>Revenue</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

### Variance FY19 Forecast over FY18 Actual

<table>
<thead>
<tr>
<th>Revenue &amp; Expense Categories</th>
<th>FY18 Budget</th>
<th>Forecast</th>
<th>FY18 Actual</th>
<th>FY19 Budget</th>
<th>Forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

### Summary

- **Total Revenues**: $500.6 million
- **Total Expenses**: $325.6 million
- **Operating Income**: $175.0 million
- **Net Income**: $132.6 million

---

### FY19 Forecast vs. FY18 Actual

- **Total Salaries, Wages, & Other Payroll**: $257.4 million vs. $257.4 million
- **Total Benefits**: $25.8 million vs. $25.8 million
- **Supplies & Services**: $28.5 million vs. $28.5 million
- **Professional Services**: $24.8 million vs. $24.8 million
- **Occupancy & Maintenance**: $4.8 million vs. $4.8 million
- **Capital Costs**: $2.0 million vs. $2.0 million
- **Cost Of Goods Sold**: $0.2 million vs. $0.2 million
- **Operating Income**: $17.5 million vs. $17.5 million
- **Capital Cost Allocation**: $11.5 million vs. $11.5 million
- **Results of Operation**: $15.7 million vs. $15.7 million

---

### Notes

- All values are in millions of dollars.
- Variance calculations are noted in parentheses next to the actual or budget numbers.
- Budget numbers are for the current fiscal year (FY19).
- Actual numbers are for the previous fiscal year (FY18).
## Exhibit B - FY19 Income Statement Forecast

<table>
<thead>
<tr>
<th>(in millions)</th>
<th>Endowment</th>
<th>Capital</th>
<th>Century Bond</th>
<th>Internal Bank</th>
<th>Nonoperating Unit Subtotal</th>
<th>Variance FY19 Forecast over FY19 Budget</th>
<th>Variance FY19 Forecast over FY18 Actual</th>
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</thead>
<tbody>
<tr>
<td><strong>REVENUES</strong></td>
<td>FY18 Actual</td>
<td>FY19 Budget</td>
<td>FY19 Forecast</td>
<td>FY18 Actual</td>
<td>FY19 Budget</td>
<td>FY19 Forecast</td>
<td>FY18 Actual</td>
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<tr>
<td>State Appropriations</td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>State Appropriations - Capital</td>
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<td>17.6</td>
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<tr>
<td>Gross Undergraduate Tuition &amp; Fees</td>
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<td>-</td>
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<tr>
<td>Undergraduate Financial Aid</td>
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<td>Net Undergraduate Tuition &amp; Fees</td>
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# Exhibit B - FY19 Income Statement Forecast

## REVENUES

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## EXPENSES

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## INVESTMENT TRANSFERS

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## Exhibit C - FY19 Balance Sheet Forecast

### Ohio University Statement of Net Position (Balance Sheet)

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<td>33.0</td>
<td>35.7</td>
<td>2.7</td>
</tr>
<tr>
<td>Unrestricted</td>
<td>(56.1)</td>
<td>(60.0)</td>
<td>(43.1)</td>
<td>16.9</td>
</tr>
<tr>
<td><strong>Total Net Position</strong></td>
<td><strong>$641.8</strong></td>
<td><strong>$659.0</strong></td>
<td><strong>$688.9</strong></td>
<td><strong>29.9</strong></td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES, AND NET POSITION</strong></td>
<td><strong>$1,988.0</strong></td>
<td><strong>$2,013.6</strong></td>
<td><strong>$2,026.4</strong></td>
<td><strong>$12.8</strong></td>
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### GASB 68 & 75 balances:

<table>
<thead>
<tr>
<th>Description</th>
<th>June 30, 2017</th>
<th>June 30, 2018</th>
<th>June 30, 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deferred Outflows of Resources-Pension &amp; OPEB</td>
<td>137.7</td>
<td>116.1</td>
<td>116.1</td>
</tr>
<tr>
<td>Net Pension &amp; OPEB Liabilities</td>
<td>(545.8)</td>
<td>(510.0)</td>
<td>(510.0)</td>
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<tr>
<td>Deferred Inflows of Resources-Pension &amp; OPEB</td>
<td>(4.0)</td>
<td>(61.7)</td>
<td>(61.7)</td>
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<tr>
<td>Net effect of GASB 68 &amp; 75 on Unrestricted Net Position</td>
<td>(412.1)</td>
<td>(455.6)</td>
<td>(455.6)</td>
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<tr>
<td>Unrestricted Net Position WO GASB 68 &amp; 75</td>
<td>356.0</td>
<td>395.6</td>
<td>412.5</td>
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<tr>
<td>Total Net Position WO GASB 68 &amp; 75</td>
<td>1,053.9</td>
<td>1,114.6</td>
<td>1,144.5</td>
</tr>
<tr>
<td>Expendable Net Assets for SB6 WO GASB 68 &amp; 75 (Unrestricted &amp; Restricted Expendable)</td>
<td>387.3</td>
<td>428.6</td>
<td>448.2</td>
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</table>
## Exhibit D - FY19 Investment Return Forecast

### Summary by Investment Pool

<table>
<thead>
<tr>
<th>Investment Pool</th>
<th>Central &amp; Admin. Ops</th>
<th>Reserves</th>
<th>Operating Unit Subtotals</th>
<th>Operating Unit Subtotals</th>
<th>Century Bond</th>
<th>Internal Bank</th>
<th>Nonoperating Unit Subtotals</th>
<th>Component Units</th>
<th>FYTDEndowment</th>
<th>Expected FYTD Return</th>
<th>FYTD Return</th>
<th>Forecasted Return through FYE</th>
</tr>
</thead>
<tbody>
<tr>
<td>OU Tier II Working Capital</td>
<td>-</td>
<td>-</td>
<td>2.8</td>
<td>2.8</td>
<td>0.3</td>
<td>0.3</td>
<td>-</td>
<td>(5.3)</td>
<td>2.2</td>
<td>6.8%</td>
<td>0.3%</td>
<td>3.1%</td>
</tr>
<tr>
<td>OU Tier III Working Capital</td>
<td>-</td>
<td>-</td>
<td>1.1</td>
<td>1.1</td>
<td>0.3</td>
<td>0.3</td>
<td>-</td>
<td>(5.3)</td>
<td>1.1</td>
<td>2.6%</td>
<td>1.7%</td>
<td>2.8%</td>
</tr>
<tr>
<td>OU Tier IV Working Capital - Student</td>
<td>-</td>
<td>-</td>
<td>0.3</td>
<td>0.3</td>
<td>0.3</td>
<td>0.3</td>
<td>-</td>
<td>(5.3)</td>
<td>0.3</td>
<td>6.8%</td>
<td>0.3%</td>
<td>3.1%</td>
</tr>
<tr>
<td>OU Tier IV Working Capital - Div Pool</td>
<td>7.5</td>
<td>7.5</td>
<td>2.2</td>
<td>2.2</td>
<td>0.3</td>
<td>0.3</td>
<td>-</td>
<td>(5.3)</td>
<td>2.2</td>
<td>6.8%</td>
<td>0.3%</td>
<td>3.1%</td>
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<tr>
<td>OU Tier IV Working Capital - Div Pool</td>
<td>7.5</td>
<td>7.5</td>
<td>2.2</td>
<td>2.2</td>
<td>0.3</td>
<td>0.3</td>
<td>-</td>
<td>(5.3)</td>
<td>2.2</td>
<td>6.8%</td>
<td>0.3%</td>
<td>3.1%</td>
</tr>
<tr>
<td>OUF Diversified Pool</td>
<td>0.4</td>
<td>0.4</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<td>0.4</td>
<td>6.8%</td>
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<td>1.9%</td>
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<tr>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>2.1</td>
<td>6.8%</td>
<td>-0.8%</td>
<td>1.9%</td>
</tr>
<tr>
<td>OU Endowment</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>8.0</td>
<td>8.0</td>
<td>-</td>
<td>-</td>
<td>8.0</td>
<td>6.8%</td>
<td>-0.8%</td>
<td>1.9%</td>
</tr>
<tr>
<td>OU Endowment</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>2.1</td>
<td>6.8%</td>
<td>-0.8%</td>
<td>1.9%</td>
</tr>
<tr>
<td>OUF Endowment</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>8.0</td>
<td>8.0</td>
<td>-</td>
<td>-</td>
<td>8.0</td>
<td>6.8%</td>
<td>-0.8%</td>
<td>1.9%</td>
</tr>
<tr>
<td>Subtotal - Working Capital</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>10.1</td>
<td>0.1%</td>
<td>6.8%</td>
<td>3.9%</td>
</tr>
<tr>
<td>Century Bond Diversified Pool</td>
<td>-</td>
<td>-</td>
<td>0.1</td>
<td>0.1</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0.1</td>
<td>6.8%</td>
<td>-0.8%</td>
<td>1.9%</td>
</tr>
<tr>
<td>Century Bond Conservative Pool</td>
<td>-</td>
<td>-</td>
<td>0.1</td>
<td>0.1</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0.1</td>
<td>2.6%</td>
<td>1.7%</td>
<td>2.8%</td>
</tr>
<tr>
<td>Century Bond Long-Term Pool</td>
<td>-</td>
<td>-</td>
<td>3.0</td>
<td>3.0</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>3.0</td>
<td>6.8%</td>
<td>-1.0%</td>
<td>1.7%</td>
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<tr>
<td>Century Bond Short-Term Pool</td>
<td>-</td>
<td>-</td>
<td>0.8</td>
<td>0.8</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0.8</td>
<td>1.4%</td>
<td>0.8%</td>
<td>1.7%</td>
</tr>
<tr>
<td>Subtotal - Century Bond</td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>3.9</td>
<td>3.9</td>
<td>-</td>
<td>-</td>
<td>3.9</td>
<td>6.8%</td>
<td>-0.8%</td>
<td>1.9%</td>
</tr>
<tr>
<td>Component Units</td>
<td>-</td>
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<td>-</td>
<td>-</td>
<td>12.9</td>
<td>12.9</td>
<td>-</td>
<td>-</td>
<td>12.9</td>
<td>6.8%</td>
<td>-0.8%</td>
<td>1.9%</td>
</tr>
<tr>
<td>Total</td>
<td>0.4</td>
<td>7.5</td>
<td>7.9</td>
<td>7.9</td>
<td>2.2</td>
<td>2.2</td>
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<td>-</td>
<td>20.9</td>
<td>6.8%</td>
<td>-0.8%</td>
<td>1.9%</td>
</tr>
</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 January 2019.

3 The Forecasted Return through FYE represents the estimated actual return on our investment portfolios through January 2019 plus the expected return for the remaining months of the fiscal year.
Exhibit E - FY19 Strategic Opportunity Reserve Forecast
As of February 21, 2019
(in millions)

### Strategic Reserve Balance

<table>
<thead>
<tr>
<th></th>
<th>FY18 Actual</th>
<th>FY19 Budget</th>
<th>FY19 Forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Beginning Balance</strong></td>
<td>$32.3</td>
<td>$25.2</td>
<td>$25.2</td>
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<tr>
<td><strong>Funding</strong></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Investment Income</td>
<td>$4.5</td>
<td>$4.5</td>
<td>$4.5</td>
</tr>
<tr>
<td>OTO Investment Income</td>
<td>-</td>
<td>$3.0</td>
<td>$3.0</td>
</tr>
<tr>
<td>SSI</td>
<td>$4.2</td>
<td>$2.9</td>
<td>$2.9</td>
</tr>
<tr>
<td>SSI - Additional Surplus/Deficit</td>
<td>-</td>
<td>-</td>
<td>$3.5</td>
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<tr>
<td>Tuition - 2% Holdback</td>
<td>$(0.2)</td>
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<td>$4.5</td>
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<td>FY19 Enrollment Adjustment</td>
<td>-</td>
<td>$(1.3)</td>
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<tr>
<td>Net Tuition Adjustment - Revenue from SFA</td>
<td>-</td>
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<tr>
<td><strong>Fund Balance</strong></td>
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<td>$0.3</td>
<td>$0.3</td>
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<td><strong>Subtotal</strong></td>
<td>$9.1</td>
<td>$14.0</td>
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<td><strong>Investments</strong></td>
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<td></td>
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<tr>
<td>Infrastructure</td>
<td>$1.2</td>
<td>$1.8</td>
<td>$1.8</td>
</tr>
<tr>
<td>Community and Economic Development</td>
<td>$2.1</td>
<td>$2.7</td>
<td>$1.9</td>
</tr>
<tr>
<td>Student Success and Programs</td>
<td>$2.9</td>
<td>$4.0</td>
<td>$1.8</td>
</tr>
<tr>
<td>Academic and Research Programs</td>
<td>$9.7</td>
<td>$7.1</td>
<td>$6.7</td>
</tr>
<tr>
<td>Presidential Priorities &amp; Strategic Pathways</td>
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<td>$1.5</td>
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<tr>
<td><strong>Subtotal</strong></td>
<td>$16.2</td>
<td>$21.2</td>
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<tr>
<td><strong>Ending Balance</strong></td>
<td>$25.2</td>
<td>$18.0</td>
<td>$22.7</td>
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</table>

### Investment Summary

<table>
<thead>
<tr>
<th></th>
<th>FY18 Actual</th>
<th>FY19 Budget</th>
<th>FY19 Forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Infrastructure</strong></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>OSAI</td>
<td>$0.6</td>
<td>$1.0</td>
<td>$1.0</td>
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<td>Parental Leave</td>
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<td>-</td>
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<td>$0.3</td>
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<td>Bridge for Admin Reductions</td>
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<td>$0.5</td>
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<td><strong>Subtotal</strong></td>
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<td>$1.8</td>
<td>$1.8</td>
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<tr>
<td><strong>Community and Econ. Development</strong></td>
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<td>$1.8</td>
<td>$1.0</td>
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<td>TechGrowth</td>
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<td>$0.4</td>
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<td>OHIO for Ohio</td>
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<td>$0.1</td>
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<td>$0.1</td>
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<td><strong>Subtotal</strong></td>
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<td>$2.7</td>
<td>$1.9</td>
</tr>
<tr>
<td><strong>Student Success and Programs</strong></td>
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<td>$1.0</td>
<td>$1.0</td>
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<td>Endowed Scholarships</td>
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<tr>
<td>BSO</td>
<td>$0.6</td>
<td>$0.6</td>
<td>$0.6</td>
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<td><strong>Subtotal</strong></td>
<td>$2.9</td>
<td>$4.0</td>
<td>$1.8</td>
</tr>
<tr>
<td><strong>Academic and Research Programs</strong></td>
<td>$2.1</td>
<td>$0.9</td>
<td>$1.1</td>
</tr>
<tr>
<td>Innovation Strategy</td>
<td>$2.1</td>
<td>$0.9</td>
<td>$1.1</td>
</tr>
<tr>
<td>OBOR Research Portal</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Online Learning Investment</td>
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<td>$0.6</td>
<td>$0.6</td>
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<tr>
<td>Endowed Professorships</td>
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<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Tantrum Theater</td>
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<td>$0.7</td>
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<td>RHE Investment</td>
<td>$ -</td>
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<td>RHE - ERIP</td>
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<td>Engineering Start-up</td>
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<td>MAC Conference</td>
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<tr>
<td>Funding for Budget Volatility</td>
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<td>-</td>
</tr>
<tr>
<td>Athens Campus Structural Imbalance</td>
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<td>$2.6</td>
<td>$2.6</td>
</tr>
<tr>
<td>International Student Recruitment</td>
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<td>$0.5</td>
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<td><strong>Subtotal</strong></td>
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<td>$7.1</td>
<td>$6.7</td>
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<td><strong>Presidential Priorities &amp; Strategic Pathways Subtotal</strong></td>
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<td>$5.5</td>
<td>$1.5</td>
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<tr>
<td><strong>Total Investment Summary</strong></td>
<td>$16.2</td>
<td>$21.2</td>
<td>$13.8</td>
</tr>
</tbody>
</table>
### Exhibit F - FY19 Senate Bill 6 Forecast

Quarterly Report to the Ohio Department of Higher Education  
Ohio University  
June 30, 2019, Forecasted

**Schedule QF-1: Statement of Revenues, Expenditures, and Other Changes**  
Projection of Year-end SB 6 Ratios and Composite Scores  
*(in millions $)*

<table>
<thead>
<tr>
<th></th>
<th>Forecast FY2019</th>
<th>Actual FY2018</th>
<th>Actual FY2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expendable net assets (A)</td>
<td>448.2</td>
<td>428.7</td>
<td>387.4</td>
</tr>
<tr>
<td>Plant debt (B)</td>
<td>592.8</td>
<td>609.0</td>
<td>625.2</td>
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<tr>
<td>Revenues, operating + nonoperating (C)</td>
<td>779.7</td>
<td>786.2</td>
<td>827.8</td>
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<tr>
<td>Operating expenses (including interest expense) (D)</td>
<td>742.7</td>
<td>718.1</td>
<td>748.9</td>
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<tr>
<td>Increase in total net assets (E)</td>
<td>29.9</td>
<td>60.7</td>
<td>71.5</td>
</tr>
</tbody>
</table>

**Ratios:**
- Viability Ratio (A/B) 75.6%  70.4%  62.0%
- Primary Reserve Ratio (A/D) 60.3%  59.7%  51.7%
- Net Income Ratio (E/C) 3.8%  7.7%  8.6%

**Scores (out of 5):**
- Viability Ratio 3.0  3.0  3.0
- Primary ReserveRatio 5.0  5.0  5.0
- Net Income Ratio 4.0  5.0  5.0

**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%) 0.8  1.0  1.0

**SB 6 Composite Score (Excluding GASB 68 & 75)**

<table>
<thead>
<tr>
<th></th>
<th>FY2019</th>
<th>FY2018</th>
<th>FY2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>4.2</td>
<td>4.4</td>
<td>4.4</td>
</tr>
</tbody>
</table>
FISCAL YEAR 2019-20
OHIO UNIVERSITY
ACADEMIC YEAR 2019-20 TUITION, FEE AND RATE INCREASES

RESOLUTION 2019 -

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

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

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees adopts the fee schedules attached hereto as Exhibits A through D, effective Fall Semester 2019 unless otherwise noted.
## Exhibit A

<table>
<thead>
<tr>
<th>Fee</th>
<th>Increase Request</th>
<th>Exhibit</th>
</tr>
</thead>
<tbody>
<tr>
<td>HCOM Instructional Fees</td>
<td>2.5%</td>
<td>B</td>
</tr>
<tr>
<td>HCOM Non-Resident Surcharge</td>
<td>2.5%</td>
<td>B</td>
</tr>
<tr>
<td>HCOM Technology Fee</td>
<td>2.5%</td>
<td>B</td>
</tr>
<tr>
<td>Off-Campus Graduate</td>
<td>See Exhibit</td>
<td>C</td>
</tr>
<tr>
<td>Student Fees</td>
<td>See Exhibit</td>
<td>D</td>
</tr>
</tbody>
</table>
### 2019-20 GRADUATE STUDENT TUITION & FEE SCHEDULE (PER SEMESTER)

<table>
<thead>
<tr>
<th>Credit Hours</th>
<th>Instructional Fees</th>
<th>General Fees</th>
<th>Resident Total</th>
<th>Non-Resident Surcharge</th>
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## OHIO UNIVERSITY

### GRADUATE OFF CAMPUS PROGRAMS

**Changes to 2019-20 STUDENT TUITION & FEE SCHEDULE**

*(PER CREDIT HOUR)*

<table>
<thead>
<tr>
<th>College</th>
<th>Program - Current Fees</th>
<th>Instructional Fee</th>
<th>General Fee</th>
<th>Program Fee</th>
<th>Special Svcs / Materials Fee</th>
<th>Ohio Resident Total</th>
<th>Non-Resident Fee</th>
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<th>Program - Proposed Fee Increases</th>
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<th>Instructional Fee</th>
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<th>Program Fee</th>
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## Request for New Course Fees

<table>
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<tr>
<th>Course ID</th>
<th>Course Title</th>
<th>Dept/School</th>
<th>Fee Name</th>
<th>Current Amount</th>
<th>FY20 Amount Recommended to BPC</th>
<th>FY20 Amount Recommended to BOT</th>
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<tr>
<td>MUS 3410-3580</td>
<td>Multiple courses</td>
<td>Music</td>
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<td>REC 3400/5400 Student Fee</td>
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<td>REC 4550</td>
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<td>REC 4550 Student Fee</td>
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<td>SASM 6100</td>
<td>Athletic Administration Seminar</td>
<td>Business - Graduate programs</td>
<td>LTC Manuals Fee</td>
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<td>SASM 6280</td>
<td>Legal Foundations of Risk Management</td>
<td>Business - Graduate programs</td>
<td>LTC Manuals Fee</td>
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Interoffice Communication

Date: March 4, 2019

To: The President and Board of Trustees

From: Deborah J. Shaffer, Vice President for Finance and Administration, CFO and Treasurer
Stephen D. Wood, Senior Associate Vice President and Chief Facility Officer
Shawna Bolin, Associate Vice President, University Planning and Real Estate

Re: Capital Improvement Plan (Six Year CIP Update: FY21-FY26)

The Capital Improvement Plan (CIP) is a projection of the University’s capital project priorities at a point in time, facilitated through a collaborative and integrated process. Ohio University updates the CIP annually and formally updates the six year CIP every other year. This year, Ohio University will reflect priorities for the FY21-FY26 period, including FY20 annual priorities, and the FY21-FY22 State Capital request. The Board previously approved the FY19-FY24 Six-Year CIP in June of 2017 and received an update of the FY19 priorities in June of 2018.

The university capital plan is built upon a decade of layered metrics, principles and institutional goals and decisions to accomplish evolving strategic priorities. Prior to 2010, the state of our facilities reflected years of limited financial resources and a call to action was initiated to invest in deferred maintenance needs and transform through programmatic initiatives. In 2011, the university initiated the first comprehensive CIP (FY11-FY18), which reflected an ambitious level of spend based upon capacity of debt available for capital needs. With each subsequent CIP update, the University has been refining to reflect affordability within the context of the resources available to support both our operating and capital plans resulting in reductions over the years.

OU takes its responsibility as a steward of public assets very seriously and spends significant time analyzing capacity, affordability, priorities and measuring impact. As we discuss our efforts to update and extend our current CIP, we will also provide data on the impact of the investments to date.

At our March meeting, we plan to facilitate a conversation to review and update the foundational goals and targets upon which our capital plan is built, recognizing there is need to slow down capital spend to balance competing pressures and changing economic climate. Feedback from our conversation will be utilized to update the CIP for June submission.

We look forward to discussing with you at the upcoming Board of Trustees meeting.
Resources, Facilities, and Affordability Committee Meeting
Interoffice Communication

Date:       March 4, 2019

To:         The President and Board of Trustees

From:       Deborah J. Shaffer, Vice President for Finance and Administration, CFO and Treasurer
             Shawna Bolin, Assistant Vice President for University Planning and Real Estate

Re:         Small House Planning Strategy Updates

In late 2016, the Board directed the administration to study the Small Houses surrounding the Athens campus and develop a strategy for their future use. In 2017 we presented a foundational analysis including evaluation of building condition, accessibility, programmatic fit/utilization, stakeholder feedback, and financial needs and strategies.

Since 2017, the university has continued to assess the condition of the facilities as well as evaluate uses and the board has approved renovation and improvement projects for several key houses. At this meeting we will present our final Small House Strategy recommendations:

- **Trisolini House**: Change of occupancy facilitated by the Academic Engagement Center initiative at 29 Park Place – project budget request included as part of Capital Projects.
- **Pilcher House**: Recommended to offer to community for non-University use; Site is not integral to campus character, not programmatically aligned with university needs.
- **Brown House**: Poor condition, structural damage; Recommend for the structure to be removed and the site retained.

With the presentation of the above recommendations, the Small House Planning Strategy and approach is complete. A summary of all the Small House recommendations is included in the table on the following page.
<table>
<thead>
<tr>
<th>House</th>
<th>Factors</th>
<th>Recommendation</th>
<th>Existing Use</th>
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</thead>
<tbody>
<tr>
<td><strong>Current Use and Past Investments Optimized (Continued use and investment)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>35 Park Place</td>
<td>Efficient footprint, historically significant, integral to campus character</td>
<td>Exterior Improvements</td>
<td>Honors Tutorial</td>
</tr>
<tr>
<td>Claire Ping</td>
<td>Good condition, small footprint, large lot, historically significant</td>
<td></td>
<td>Advancement</td>
</tr>
<tr>
<td>McKee</td>
<td>Efficient footprint, low DM/GSF</td>
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<td>Advancement</td>
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<tr>
<td>Sing Tao</td>
<td>Efficient footprint, built recently, optimal programmatic function</td>
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<td>Scripps</td>
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<tr>
<td>Walter Intl.</td>
<td>Functions well for occupants</td>
<td></td>
<td>Int'l Education Center</td>
</tr>
<tr>
<td>Yamada</td>
<td>Functions well for current occupants, lot is integral to campus</td>
<td></td>
<td>Global Affairs</td>
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<tr>
<td><strong>Retain buildings, Repurpose or Refresh for optimal use</strong></td>
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<tr>
<td>29 PP &amp; CH</td>
<td>Efficient footprint; low DM/GSF cost; iconic, historically significant</td>
<td>Renovate to house the Academic Engagement Center; improve accessibility</td>
<td>Vacant</td>
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<tr>
<td>Bingham</td>
<td>High-visibility location, prev. moved to current site, oldest building on campus</td>
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<td>VPFA / Sustainability</td>
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<td>Crewson</td>
<td>High-traffic location; small footprint; lot is integral to campus</td>
<td>Continued review for alignment with university needs</td>
<td>Vacant</td>
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<td>Jennings</td>
<td>Poor condition, not a good fit for occupants; lot is integral to campus</td>
<td>Exterior Improvements to protect building shell</td>
<td>CoFA Dean's Office</td>
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<td>Konkeker</td>
<td>Low DM/GSF, historically significant</td>
<td>Renovation for current occupants; improve accessibility</td>
<td>Alumni</td>
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<tr>
<td><strong>Strategies Recently Identified</strong></td>
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<tr>
<td>Brown</td>
<td>Poor condition, low NASF/GSF ratio, high level of DM; lot is integral to campus fabric; Limited functional capabilities for campus needs</td>
<td>Recommend for the structure to be removed; Retain site for University use</td>
<td>Vacant</td>
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<tr>
<td>Trisolini</td>
<td>Poor condition, not a good fit for current occupants, high DM/GSF cost; contributing architectural style</td>
<td>Invest for identified occupant</td>
<td>Cutler Scholars</td>
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<tr>
<td>Pilcher</td>
<td>Situated within city block, not integral to campus character; small footprint; limited functional capabilities for university needs</td>
<td>Offer to community for non-University use; Site is not integral to campus character, not programatically aligned with university needs</td>
<td>Vacant</td>
</tr>
</tbody>
</table>
Small House Strategy

History and Context

Driver:
• 2016 CMP recommends: “Small houses surrounding College Green are important to the character and scale of the green and when feasible they should be retained. And future development should preserve the scale and character of the green.”
• Many small houses have been repurposed for programmatic needs with varying success and many are in need of significant deferred maintenance.

Study Approach:
• Study evaluated condition and use
• Reviewed financial strategies for investment
• Developed holistic recommendations

Outcome:

Maintain historic character of the College Green and City of Athens
Optimize programmatic use with functional capabilities
Review Existing conditions to determine if house has a viable university use
Prioritize limited dollars and consider innovative funding strategies

Above: Campus and surrounding small houses in 1908.
Small House Analysis

Studying Existing Conditions (Examples):

- **Building Age**
  - Informs how a building contributes to historic fabric of OHIO campus
  - Average age of houses on campus: 119 years
  - 8 have been owned by OHIO for over 50 years

- **Building Footprint & Location**
  - Informs function and optimal uses for each building
  - 13 of 15 houses are within the historic core of campus
  - 3 are greater than 8,000 GSF

- **Deferred Maintenance**
  - Financial investment required to upgrade the building systems
  - Collectively, $13M in deferred maintenance for 48,000 NASF, excluding accessibility & program costs
  - $37M to replace the space with similar sized buildings

- **Accessibility**
  - Review of current ease of access to main entrance, restroom, and all floors
  - 2 of 15 houses are fully accessible
  - Most have access to the 1st floor entry

Opportunities and Framework (Examples):

- **Compatibility**
  - Finding the right occupant for the right house

- **Historic Significance**
  - Understand contributing factor within Historic Districts and modification constraints

- **Campus Borders**
  - Consider placement of buildings within the fabric of core campus space

- **Context**
  - Reviewing the small houses through the lens of broader space needs on campus

- **Deferred Maintenance**
  - Collectively, $13M in deferred maintenance for 48,000 NASF, excluding accessibility & program costs

- **Accessibility**
  - Review of current ease of access to main entrance, restroom, and all floors

- **Campus Borders**
  - Consider placement of buildings within the fabric of core campus space

- **Context**
  - Reviewing the small houses through the lens of broader space needs on campus

1 of 15 houses were designed with the occupant in mind
3 of 15 houses have had significant renovations in the past 10 years
13 of 15 houses are in the College Green Historic District
Miami Univ: Created a Heritage Plan that seeks to inventory, assess, and educate about the historic environment of the university
4 houses are located along the Park Place Corridor
4 houses are located around the NE corner of College Green

Administrative Relocation Strategy planned for numerous space needs on campus; Small houses can fill gaps where appropriately scaled spaces are required
Small House Overview

Investments in Progress:

- Konneker Alumni Center, design rendering
- 29 Park Place, pre-renovation
- 35 Park Place, prior to ext. work
Academic Impact
Recent Investment in College Green area

31 S. Court: OMSAR
Business Annex
Lindley: Retain swing sp, CPS, Accessibility Services
Baker: LGBT proposal
Ellis Hall: Renovation
Co Lab
Academic Engagement Center

Academic Prioritization of existing space

Admin Relocation to accommodate:
A) Ridges 13/14/18, 36,000 NASF
B) Lindley Hall, 38,000 NASF
• Retains some swing space
C) Grosvenor, 46,000 NASF
D) Trisolini House, 3,000 NASF

West Union Green projects
Heritage College of Osteopathic Medicine
West Union Street
Recommendation

Overview

- **Buildings work well for University needs**
- **Retain buildings, repurpose or refresh**
- **Strategies recently identified**

- **3,668 NASF VP Univ. Adv.**
- **1,342 NASF VP Univ. Adv.**
- **3,500 NASF Honors Tutorial**
- **6,800 NASF Int’l Education Ctr**
- **2,500 NASF Journalism**
- **2,651 NASF Dean of CoFA**
- **5,400 NASF Inactive**
- **2,200 NASF Inactive**
- **1,700 NASF Inactive**
- **1,380 NASF VPFA/Sustainability**
- **4,420 NASF VP Global Affairs**
- **4,300 NASF VP Univ. Adv.**

- **G** Konneker
- **H** Ping Cottage
- **J** 35 Park Pl.
- **L** Walter Int’l
- **N** Sing Tao
- **C** Jennings
- **J** 29 Park Pl.
- **K** 29 PP Carriage
- **M** Crewson
- **O** Bingham
- **A** Pilcher
- **B** Trisolini
- **E** Brown

- **Buildings**
- **Retain buildings, repurpose or refresh**
- **Strategies recently identified**

- **Overview**

- **Recommendation**

- **Buildings work well for University needs**
- **Retain buildings, repurpose or refresh**
- **Strategies recently identified**
Approval Request:

Renovate for campus need:

**A** Trisolini
- $1.5M
- Interrelated project
- Keeps small house character

Offer to Private Partner:

**B** Pilcher
- Sale or lease of property, in alignment campus character and setting

Remove liability-maintain property:

**C** Brown
- $275-$400K
- Demolition, utilities, site improvement
- Mitigate safety & liability issues
Trisolini House

Repurpose for Culinary Services
Currently in WUSOC, Needs a home

Proposed Relocation:
- **Building:** Trisolini House
- **Location:** College Green
- **Constructed:** 1860
- **Square footage:** 5,394 GSF, 3,052 NASF
- **Current occupants:** Cutler Scholars
- **Renovation:** $1.5M

Investment Needed:
- **Deferred maintenance:** Roof, windows, exterior, foundation
- **HVAC, Electrical, Fire Alarm**
- **ADA:** Entrance, 1st floor, accessible RR

<table>
<thead>
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<th>CURRENT SPACE</th>
<th>PROPOSED SPACE</th>
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<tr>
<td>AREA</td>
<td>ROOMS</td>
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<tr>
<td>3,206</td>
<td>12 Rooms</td>
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Pilcher House

Recommendation: Offer for community use

Small House Study findings:
• Near uptown business district, adjacent to existing major retail establishments
• Not contributing to campus character
• Site prime for retail development
• Significant deferred maintenance

Recommendation:
Two approaches that would not involve investment from OHIO:
• Sale of the building with deed restriction to ensure the use of the building is in line with the campus character and OHIO’s values
• Lease of the building to a non-OHIO entity. Renovations to the facility may be made through private investment with reduced lease payments to OHIO.
Brown House

Recommend to demolish: $275-$400K
Structural failure, safety issues

Small House Study findings:
- Corner site is integral to campus green character; should be retained by OHIO
- Poor condition; high level of DM
- Inefficient ratio of usable space (36%)
- Limited functional capabilities; Not aligned with programmatic needs

Recent Building Assessment:
- Foundation/Load bearing wall collapse
- Foundation settlement
- Water intrusion/envelope issues
- Significant condition, safety issues

Additional building proposed to remove:
Edgehill Maintenance
- Obsolete storage building
- Condition, safety issues
Next Steps

TRISOLINI: Renovate for campus need
- Approval today
- Interrelated project moves into design and construction

PILCHER: Offer to Private Partner
- Real Estate to develop RFP and initiate communication with City

BROWN HOUSE: Remove liability-maintain property
- Finalize estimate and project needs
- Future Board of Trustee approval will be sought
# Trisolini House Renovation for Auxiliaries

<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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<tr>
<td><strong>Current Board Request:</strong></td>
<td>$ 225,000</td>
<td>$ 1,275,000</td>
<td>$ 1,500,000</td>
<td>$ 1,500,000</td>
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<tr>
<td><strong>Sub-Totals</strong></td>
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<td>$ 1,500,000</td>
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</table>

**Fund Sources**

| Departmental Funding-Culinary   | $ 225,000 | $ 1,275,000 | $ 1,500,000 |
| **Sub-Totals**                  | $ 225,000 | $ 1,275,000 | $ 1,500,000 |

**Fiscal Year Schedule**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Design</th>
<th>Construction</th>
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<tbody>
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CAPITAL PROJECTS
APPROVAL TO PROCEED WITH DESIGN AND CONSTRUCTION

RESOLUTION 2019 -

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:

Modification of Design & Construction Requests:

<table>
<thead>
<tr>
<th>Project</th>
<th>Previous</th>
<th>Current</th>
<th>Total</th>
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</thead>
<tbody>
<tr>
<td>Lindley Hall Roof Replacement</td>
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<td>$907,265</td>
<td>$1,407,265</td>
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Design & Construction Requests:

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<tr>
<th>Project</th>
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<tr>
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<tr>
<td>OUL Campus Infrastructure Improvements</td>
<td>$500,000</td>
</tr>
<tr>
<td>Ridges Utilities Decentralization and Site Prep</td>
<td>$2,620,865</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 or his designee to accept and award contracts within the total project budgets identified.
Interoffice Communication

Date: March 4, 2019

To: The President and Board of Trustees

From: Deborah J. Shaffer, Vice President Finance & Administration, CFO and Treasurer
Steve Wood, Sr. Associate Vice President & Chief Facilities Officer

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>
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<tbody>
<tr>
<td>budget amendment &amp; approval to undertake construction</td>
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<tr>
<td>Lindley hall roof replacement</td>
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<tr>
<td>approval to undertake design through construction</td>
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<tr>
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</table>

Current Project Approval Request Information

- Lindley Hall Roof Replacement – This $1.407M project will replace the roof at Lindley Hall that has significant issues with leaking. The original scope was for removal and replacement of the EPDM roof. However, further investigation in the initial design revealed multiple layers of roofing material, complications with existing skylights, and issues with parapets around the roof that necessitated additional repairs resulting in this $907K budget funding request. This project is funded with state capital appropriations and deferred maintenance century bond funding.
• **Trisolini House Renovation for Auxiliaries** – This $1.5M project will repurpose Trisolini House from academic use to administrative offices as part of the Administrative Relocation Strategy and will serve as office space for the Culinary Services team currently located in West Union Street Office Center. Work will focus on deferred maintenance with exterior repairs, window replacement, foundation work and structural repairs to the mechanical room, as well as accessibility on the 1st floor, upgrade lighting, make improvement to the exterior ramp and add an ADA restroom on the 1st floor. This project is funded by culinary services department reserves.

• **Grosvenor Hall Administrative Relocation Renovation** – This $7.529M project will address many critical deferred maintenance needs that include select window and door replacement, elevator maintenance, HVAC air handler replacements, chiller replacement, electrical system upgrades and minor building envelope improvements. Completing work while Grosvenor Hall is occupied will allow occupants from WUSOC and HRTC to move into the building in late 2020, which will help ensure the start date for the Russ Opportunity Center project is not delayed. This project is funded by deferred maintenance century bond and working capital internal bank financing.

• **Ohio University Lancaster (OUL) Campus Infrastructure Improvements** – This $500K project will address multiple concrete sidewalks, steps and handrails that are deteriorating across the Lancaster Campus. Work will repair a concrete service drive and parking area that are in very poor condition, along with repaving on the asphalt parking lots on the east side of campus. This project is funded by regional higher education department reserves.

**Ridges Framework Plan Update - Utilities Decentralization and Site Prep**

The Ridges Green is home to several academic and administrative units as well as research and conservation land. The Ridges Framework Plan outlined Ohio University’s ongoing commitment to enable adaptive reuse and strategic partnerships. Ohio University has invested in Ridges Facilities where programmatic fit enabled development. For example, Ridges 13, 14, & 18 renovation enables the repurpose of WUSOC facility to meet engineering research needs, lessening the total capital impact through the strategy. It also outlined strategies for private partners to invest.

The requested project for $2.621M includes demolition of Ridges 29, a new ramp into Ridges 13, demolition of Ridges 15 and adjoining Ridges 2-7 connector providing access for building and grounds maintenance and enabling future partnerships and development. Additionally, Facilities is in the process of decentralization of Ridges utilities that will decrease the requirement for Ridges plant based utilities. The requested project provides utilities to Ridges 21 continuing the decentralization. The demo and utility project is funded by deferred maintenance century bond bank.
March 21, 2019

Capital Projects Update

Tab #; pg
## Facilities Projects Summary

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<tr>
<th>Phase</th>
<th>Number of Projects</th>
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## Approvals Requested

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<td>Current Action</td>
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<tr>
<td><strong>Budget Amendment &amp; Approval to Undertake Construction</strong></td>
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Lindley Hall Roof Replacement

- Board of Trustees - October 2016
## Lindley Hall Roof Replacement

### Previous Board Budget Approvals

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### Current Board Request:

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### Sub-Total

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### Fund Sources

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Trisolini House Renovation for Auxiliaries
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### Board Actions:

### Fund Sources

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<th>Departmental Funding-Culinary</th>
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Grosvenor Hall Administrative Relocation Renovation
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<td>$7,529,333</td>
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### Board Actions:

#### Fund Sources

- **Deferred Maintenance**: $712,350 | $4,036,650 | $4,749,000
- **Internal Bank Financing**: $417,050 | $2,363,283 | $2,780,333

**Sub-Totals**: $1,129,400 | $6,399,933 | $7,529,333

### Fiscal Year Schedule

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OUL Campus Infrastructure Improvements
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### Authorized Expenditures

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### Board Actions:

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<td>$425,000</td>
<td>$500,000</td>
<td>$500,000</td>
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</table>
Ridges Framework Plan

Setting the stage for adaptive reuse & strategic partnerships

Currently occupied buildings at The Ridges

Ridges Acreage Summary

- **Ridges Total Area**: 700
- **Existing Developed Area**: 65
- **Proposed Development**
  - Tier 2 Housing/Commercial: 50
  - Ridges Green Development: 5
- **Undeveloped & Conserved**: 580

Land Lab (Outdoor Museum & Research)

Tier 1 Conservation Land (Limited Development)

Tier 2 Land (Development, Recreation & Academic)
## Framework Principles In Action

### Stabilize and Protect Worthy Structures
- Building Stabilization Packages
- Building 33, 8 roof projects; CDC HVAC
- Konneker roof, windows, HVAC, boiler
- Explore arts village, retail and academic expansion within the suitability of structures

### Support Strategic Mission of the University
- Building 13, 14, 18 renovation
- Lin Hall 210 Museum Complex Gallery
- Outdoor museum signage
- Museum Complex Expansion

### Identify Adaptability of Buildings and Land
- Ridges 20 removal, parking and site
- Ridges 37 improvements
- Remove failing/obsolete structures-29,15
- Ridges rear corridor site opportunities: 6/7, 16/17

### Enhance Connectivity
- Ridges Circle roadway improvements
- Ridges Pedestrian Connection Path
- Sweeping connector pathway to main campus
- Additional Road Enhancements

### Embrace Sustainable Development
- Building 21 Utility decentr alization
- Designated Conservation Land
- Continue decentralizing utilities from central plant
- P3 Exploration in Buildings 2, 3, 4
- Tier 2 Land-Housing & Development
Ridges Framework Plan: Building Significance

- Defining Buildings
- Contributing Buildings
- Accessory Buildings
- Non-Contributing Buildings
- Supporting Critical Infrastructure
Ridges Utilities Decentralization and Site Prep

Utilities Decentralization

- Unique opportunity associated with recent failure of boiler at Ridges 33 (Central Plant)
- Projects for Ridges 13, 14, 18 (admin, under renovation) and 21 (Voinovich) eliminate need to replace central system
  - Avoid estimated $650k to replace Ridges 33 boiler
- Cost for the Ridges 21 building-based system is $577K and is included in this project budget request; includes generator, boiler, and chiller for 12,400 GSF facility
- Avoids energy related line losses and future cost of maintaining tunnels/distribution systems; new systems more efficient
- Need to have in place before winter 2020
Ridges Utilities Decentralization and Site Prep

Demolition - Ridges 29

- Project scope includes demolition of Ridges 29 and Ridges 14-16 connector
- Ridges 29 has failing structure identified by assessment team
  - 4,500 GSF serving as the Grounds Garage
  - Identified in Ridges Framework Plan as support facility; can be demolished
  - Connected to Ridges 14-16 connector; shares wall necessitating its demolition
  - Cost effective to demolish vice repair; eliminates deferred maintenance
  - Creates space that improves access to Ridges 13, 14, 18
    - Enables required rear access for OUPD
    - Improves Fire Safety Response by opening courtyard
- Opportunity for Ridges 20 or Ridges 13, 14, 18 contractor to cost effectively bid this work
Demolition - Ridges 15

- Project scope includes demolition of Ridges 15
- Ridges 15 is “mirror” image of Ridges 29, although no known structural issues
  - Ridges 15: 2,000 GSF used for Storage
  - Ridges 15 is identified in Ridges Framework Plan as support facility; can be demolished
  - Connected to Ridges 2-7 connector; shares wall necessitating its demolition
  - Eliminates deferred maintenance
  - Creates space that improves access to Ridges 3, 4, 5
    - Improves Fire Safety Response by opening courtyard
- Opportunity for Ridges 20 or Ridges 13, 14, 18 contractor to cost effectively bid this work
- Secondary impact; enables access to Ridges 7 to address masonry failure
## Ridges Utilities Decentralization and Site Prep

### Schedule

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
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<td>Activity</td>
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### Previous Board Budget Approvals

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<th>Design</th>
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<tbody>
<tr>
<td>$</td>
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### Current Board Request:

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<th>Approved Budget</th>
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<td>$ 2,227,735</td>
<td>$ 2,620,865</td>
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### Sub-Totals

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<th>Approved Budget</th>
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### Fund Sources

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### Sub-Totals

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<th>Approved Budget</th>
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<td>$ 2,620,865</td>
</tr>
</tbody>
</table>
Capital Projects
Approval
Consent Agenda

CAPITAL PROJECTS
APPROVAL TO PROCEED WITH DESIGN AND CONSTRUCTION

RESOLUTION 2019 -

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:

Modification of Design & Construction Requests:

<table>
<thead>
<tr>
<th>Capital Project Budget &amp; Authorized Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project</td>
</tr>
<tr>
<td>Previous</td>
</tr>
<tr>
<td>-----------------</td>
</tr>
<tr>
<td>Lindley Hall Roof Replacement</td>
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</table>

Design & Construction Requests:

<table>
<thead>
<tr>
<th>Capital Project Budget &amp; Authorized Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project</td>
</tr>
<tr>
<td>Current</td>
</tr>
<tr>
<td>-----------------</td>
</tr>
<tr>
<td>Trisolini House Renovation for Auxiliaries</td>
</tr>
<tr>
<td>Governor Hall Administrative Relocation Renovation</td>
</tr>
<tr>
<td>OUL Campus Infrastructure Improvements</td>
</tr>
<tr>
<td>Ridges Utilities Decentralization and Site Prep</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 or his designee to accept and award contracts within the total project budgets identified.
DECLARATION OF SURPLUS PROPERTY 300 MAIN STREET, HANGING ROCK, OHIO

RESOLUTION 2019-

WHEREAS, Ohio University, through its Board of Trustees holds title in fee simple to 300 Main Street, Hanging Rock, Ohio, otherwise known as the Ohio University Southern Child Development Center (“the property”); and

WHEREAS, since 2004 the Ironton-Lawrence Community Action Organization (“ILCAO”) has operated the Child Development Center independently; and

WHEREAS, the property was originally intended to be a partnership between Ohio University and the ILCAO, and as part of this partnership, Ohio University could use the property as an on-site laboratory for its two and four year early childhood education programs; and

WHEREAS, Ohio University no longer requires use of the child development center for this program; and

WHEREAS, The Ironton County Port Authority has offered to purchase the land for the benefit and operation of the Child Development Center.

NOW THEREFORE, BE IT RESOLVED, that the Ohio University Board of Trustees hereby declares 300 Main Street, Hanging Rock, Ohio, consisting of 3.5 acres to be surplus property.

BE IT FURTHER RESOLVED, that the President or his designee is hereby authorized to negotiate, evaluate, or otherwise transact the disposition of the real property, consistent with the requirements of Ohio law.
Interoffice Communication

Date:     March 4, 2019

To:       The President and Board of Trustees

From:     Deborah J. Shaffer, Vice President Finance & Administration, CFO and Treasurer
          Dominick Brook, Director of Real Estate

Re:       Real Estate - Declaration of Surplus Property – Hanging Rock and
          Bike Path Designation

Declaration of Surplus Property – Hanging Rock
In 2003 Ohio University entered into a partnership with the Ironton-Lawrence Community Action
Organization (ILCAO) and their head start program to provide affordable childcare in the community
and provide a teaching lab for childcare programs at Ohio University. Ohio University leased and
provided renovations to the facility while the head start program ran and operated the facility. In
2006, Ohio University bought the subject building and now owns, in fee simple, the real estate located
at 300 Main Street, Hanging Rock.

In 2015, after a review of deferred maintenance and facility infrastructure issues, Ohio University
entered into discussions with the ILCAO to determine the best path forward, with the continued
dedication to the operation of an affordable childcare center in mind. In a continued commitment to
collaboration with the ILCAO, it was determined that selling the building was the best course of
action.

Ohio University officials have negotiated a tentative purchase price of $219,000, the price at which the
building was originally purchased. This is above the appraised “as-is” value of the building and would
be mutually beneficial.

A resolution declaring the Hanging Rock property to be surplus is included with this memo.
Following Board approval, the Ohio Department of Administrative Services will prepare the necessary
documentation to complete the sale of the property, including an interim lease allowing the childcare
center to continue operating while the transaction takes place.

Bike Path Designation
Ohio University, as the owner of several miles of the 20 mile long bike-path, joins both the City of
Athens and Athens County in supporting the designation of the Hockhocking Adena Bikeway as part
of the State and U.S. Bike Route System (USBRS). A map of the section of the bikeway is included
for reference.
Hanging Rock Surplus Property Consent Agenda

DECLARATION OF SURPLUS PROPERTY 300 MAIN STREET, HANGING ROCK, OHIO
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Support for Hockhocking Adena Bikeway as part of State and US Bike Route System

American Association of State and Highway Transportation Officials (AASHTO), a nonprofit, nonpartisan association representing State Departments of Transportation, is seeking University support to designate the Hockhocking Adena Bikeway as part of the State and U.S. Bike Route System (USBRS).

- USBRS is a developing network of public bike travel routes
- Current system is over 13,000 miles across the U.S.
- Routes in the USBRS are mapped in an online tool and searchable by the public
Proposed Path Designation

Designation as path in US Bike Route System
Interoffice Communication

Date: March 4, 2019

To: The President and Board of Trustees

From: Deborah J. Shaffer, Vice President Finance & Administration, CFO and Treasurer
David Gaume, Director of Investments

Re: NACUBO-TIAA Study of Endowments

Annually, OHIO participates in the NACUBO-TIAA Study of Endowments (NTSE), a survey that analyzes the endowment management practices and portfolio performance of more than eight hundred higher education institutions and their related foundations. A brief presentation covering the 2018 NTSE results will be provided to keep the Resources, Facilities, and Affordability Committee apprised of the relative performance of OHIO’s endowment assets.

Final 2018 NTSE results were made available in late January 2019. OHIO’s portfolio lagged the NTSE average for the one-, three-, five-, and ten-year periods ending June 30, 2018. Following are several charts and tables that illustrates OHIO’s performance and asset allocation compared to peers who participated in the 2018 NTSE. The 2018 NTSE press release is also included for you review.

An investment performance update will be included closer to the meeting date in order to present actual fiscal year performance through February 2019.
NACUBO–TIAA Study of Endowments (NTSE)

Tab #; pg
NTSE Overview

- Annual survey with over 800 participants
- Higher education institutions and related foundations
- Analyzes endowment management practices
- Reports portfolio performance (net of fees)
OHIO vs. NTSE

Investment Performance
for periods ended June 30, 2018

<table>
<thead>
<tr>
<th>Period</th>
<th>OHIO Return</th>
<th>NTSE Return*</th>
</tr>
</thead>
<tbody>
<tr>
<td>One-Year</td>
<td>8.2%</td>
<td>6.5%</td>
</tr>
<tr>
<td>Three-Year</td>
<td>6.2%</td>
<td>5.1%</td>
</tr>
<tr>
<td>Five-Year</td>
<td>7.3%</td>
<td>6.1%</td>
</tr>
<tr>
<td>Ten-Year</td>
<td>5.8%</td>
<td>5.3%</td>
</tr>
</tbody>
</table>

* Average Return for All Institutions
### Performance Comparison by Percentile Rank

**Investment Performance**

for periods ended June 30, 2018

<table>
<thead>
<tr>
<th>Category</th>
<th># Institutions</th>
<th>One-Year</th>
<th>Three-Year</th>
<th>Five-Year</th>
<th>Ten-Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>OHIO Return</td>
<td></td>
<td>6.5%</td>
<td>5.1%</td>
<td>6.1%</td>
<td>5.3%</td>
</tr>
<tr>
<td>NTSE 90th Percentile</td>
<td></td>
<td>10.5%</td>
<td>7.6%</td>
<td>8.8%</td>
<td>7.2%</td>
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<tr>
<td>NTSE 75th Percentile</td>
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<td>9.1%</td>
<td>6.9%</td>
<td>8.0%</td>
<td>6.4%</td>
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<tr>
<td>NTSE 50th Percentile</td>
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<td>8.0%</td>
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<td>7.2%</td>
<td>5.7%</td>
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<tr>
<td>NTSE 25th Percentile</td>
<td></td>
<td>7.1%</td>
<td>5.4%</td>
<td>6.6%</td>
<td>5.0%</td>
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<tr>
<td>NTSE Total Institutions</td>
<td>802</td>
<td>8.2%</td>
<td>6.2%</td>
<td>7.3%</td>
<td>5.8%</td>
</tr>
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</table>
## Performance Comparison by Endowment Size

**Investment Performance**
for periods ended June 30, 2018

### Average Net Return by Endowment Size

<table>
<thead>
<tr>
<th>Category</th>
<th># Institutions</th>
<th>One-Year</th>
<th>Three-Year</th>
<th>Five-Year</th>
<th>Ten-Year</th>
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</thead>
<tbody>
<tr>
<td>OHIO Return - $569 Million</td>
<td>6.5%</td>
<td>5.1%</td>
<td>6.1%</td>
<td>5.3%</td>
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<tr>
<td>Over $1 Billion</td>
<td>104</td>
<td>9.7%</td>
<td>6.8%</td>
<td>8.2%</td>
<td>6.0%</td>
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<td>$501 Million - $1 Billion</td>
<td>85</td>
<td>8.7%</td>
<td>6.2%</td>
<td>7.4%</td>
<td>5.6%</td>
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<tr>
<td>$251 Million - $500 Million</td>
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<td>8.5%</td>
<td>6.1%</td>
<td>7.3%</td>
<td>5.7%</td>
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<td>$101 Million - $250 Million</td>
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<td>7.9%</td>
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<td>$51 Million - $100 Million</td>
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<td>7.7%</td>
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<td>5.7%</td>
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<td>$25 Million - $50 Million</td>
<td>103</td>
<td>7.5%</td>
<td>6.0%</td>
<td>7.0%</td>
<td>6.1%</td>
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<td>Under $25 Million</td>
<td>73</td>
<td>7.6%</td>
<td>6.2%</td>
<td>7.5%</td>
<td>5.8%</td>
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Asset Allocation Comparison by Endowment Size

Investment Asset Allocation
for period ended June 30, 2018

- Short-Term Cash
- Alternatives
- Non-US Equities
- Fixed Income
- US Equities

<table>
<thead>
<tr>
<th>Endowment Size</th>
<th>Short-Term Cash</th>
<th>Alternatives</th>
<th>Non-US Equities</th>
<th>Fixed Income</th>
<th>US Equities</th>
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<tr>
<td>OHIO - $569M</td>
<td>6%</td>
<td>26%</td>
<td>34%</td>
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<td>NTSE Over $1B</td>
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<td>NTSE $501M-$1B</td>
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<td>NTSE $251M-$500M</td>
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<td>22%</td>
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<td>20%</td>
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<tr>
<td>NTSE - All</td>
<td>4%</td>
<td>52%</td>
<td>20%</td>
<td>12%</td>
<td>16%</td>
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U.S. Educational Endowments Report 8.2 Percent Return in FY18

Mission-critical 10-year return rose to 5.8 percent, but still below 7.2 percent target

NEW YORK, January 31, 2019 - Data gathered from 802 U.S. colleges and universities for the 2018 NACUBO-TIAA Study of Endowments® (NTSE) show that participating institutions’ endowments returned an average of 8.2 percent (net of fees) for the 2018 fiscal year (July 1, 2017 – June 30, 2018) compared with 12.2 percent for FY17. The decline in year-over-year performance for U.S. college and university endowments was largely driven by a decline in the U.S. and international equity markets. While the mission-critical 10-year average annual return increased by 1.2 percentage points this year to 5.8 percent, it still fell short of the 7.2 percent average return institutions report targeting as a long-term return objective.

Participating colleges and universities reported spending more than $21.6 billion from their endowments on campus operations, and, for the first time this year, the Study introduces new data that show how institutions allocated their endowment spending dollars. On average, schools used 49 percent of their total endowment withdrawals to support student scholarships and other financial aid programs, and 16 percent for academic tutoring and other related functions.

“The new endowment spending data from this year’s Study clearly demonstrate the deep commitment colleges and universities make to support financial aid and student success,” said NACUBO President and Chief Executive Officer Susan Whealler Johnston. “These data show that students and their families are the ultimate beneficiaries of institutions’ endowed funds. We remain concerned, however, about the below-target long-term rates of return, which have made it much more difficult for colleges and universities to increase endowment spending to support their missions.”

In spite of the long-term returns remaining below 6 percent, institutions continued to increase their endowment spending dollars. In FY18, 66 percent of NTSE-participating institutions reported raising their spending, and among those schools, the median increase was 6.6 percent, well above the rate of inflation (as measured by the Commonfund Higher Education Price Index® (HEPI)) of 2.8 percent.
“Endowments are playing a bigger role in institutions’ operations, funding an average of 10 percent of the operating budget in 2018,” said Kevin O’Leary, Chief Executive Officer of TIAA Endowment and Philanthropic Services. “Given the role endowments play to fulfill institutional missions—and their sensitivity to policy and management decisions—a more comprehensive approach to endowment management has become pivotal to the success of higher education institutions.”

The annual Study analyzes return data and a broad range of related information gathered from U.S. colleges and universities, both public and private, as well as their supporting foundations. The size and scope of the Study make it the most comprehensive annual report on the investment management and governance practices and policies of institutions of higher education institutions across the U.S.

The 802 institutions in this year’s Study represented $616.5 billion in endowment assets. While the size of the median endowment was approximately $140.2 million, 41 percent of Study participants had endowments that were $101 million or less.

**Asset Allocation**
The average asset allocation in FY18 of the institutional participants in the Study showed very little change from FY17. For the statistics representing all cohorts organized by total endowment market value, the major asset class categorizations of U.S. equities, non-U.S. equities, fixed income, short term securities/cash/other and alternative strategies were all virtually unchanged from the prior year’s survey results in the combined statistics.

**FY18 Returns by Asset Class**
Returns were lower in FY18 for the institutional participants in the Study compared with FY17 in four of the five primary asset class categories tracked in the Study, with only alternative strategies providing higher returns (8.3 percent in FY18, as compared to 7.8 in FY17).

Larger institutions posted higher average returns than smaller institutions in FY18, in part because they had meaningfully higher allocations to alternative strategies, particularly private equity and venture capital.

Non-U.S. equities, which produced last year’s highest return, 20.2 percent, fell to 6.8 percent in FY18, the largest decrease in percentage points year-over-year. U.S. equities returned 13.6 percent, a decrease from last year’s return of 17.6 percent. Short-term securities/cash/other returned 1.3 percent, just slightly less than last year’s 1.4 percent.
Longer-Term Returns
While one-year returns are important, many endowment managers use 10-year average annual returns as a target for long-range planning purposes. While on a positive trajectory, the 10-year average annual return is still lower than institutions' target rates.
Spending Rates
Institutions participating in the Study reported the same average effective spending rate as FY17 (4.4 percent). Comparing FY18 returns to spending for each respondent, 76 percent of respondents successfully grew the real value of their endowments in FY18. This is due to primarily positive market returns for FY18.

Gift Levels
Institutions participating in the Study reported $9.9 billion in total new gifts to endowments in FY18. Median gift levels experienced positive growth in the last two years, increasing from $3.2 million in FY17 to $3.7 million in FY18. The median gift values of public institutions outpaced that of private institutions, at $5 million and $3.1 million, respectively. While overall median gifts were $3.7 million, they ranged from $376,000 for smaller institutions to more than $50 million for the $1 billion-plus institutions.

About NACUBO
Founded in 1962, the National Association of College and University Business Officers (NACUBO) is a nonprofit professional organization representing chief administrative and financial officers at more than 1,900 colleges and universities across the country. NACUBO’s mission is to advance the economic vitality, business practices, and support of higher education institutions in pursuit of their missions. For more information, visit www.nacubo.org.

About TIAA
With an award-winning track record for consistent investment performance, TIAA (TIAA.org) is the leading provider of financial services in the academic, research, medical, cultural and

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1 The Lipper Large Fund Award is given to the group with the lowest average decile ranking of three years’ Consistent Return for eligible funds over the three-year period ended 11/30/12 (36 fund companies), 11/30/13 (48), 11/30/14 (48), 11/30/15 (37), 11/30/16 (34) and 11/30/17 (34) with at least five equity, five bond, or three mixed-asset portfolios. Note this award pertains to mutual funds within the TIAA-CREF group of mutual funds; other funds distributed by Nuveen Securities were not included. From Thomson Reuters Lipper Awards, © 2018 Thomson Reuters. All rights reserved. Used by permission and protected by the Copyright Laws of the United States. The printing, copying, redistribution, or retransmission of this Content without express written permission is prohibited. Past performance does not guarantee future results. Certain funds have fee waivers in effect. Without such waivers ratings could be lower. For current performance, rankings and prospectuses, please visit the Research and Performance section on TIAA.org. Securities offered through Nuveen, LLC, and TIAA-CREF Individual & Institutional Services, LLC, members FINRA and SIPC.
government fields. TIAA has nearly $1 trillion in assets under management (as of 12/31/20182) and offers a wide range of financial solutions, including investing, banking, advice and education, and retirement services.

For more information on TIAA Endowment and Philanthropic Services, LLC, an SEC registered investment adviser and TIAA’s endowment and charitable planned giving services provider, please visit www.tiaa.org/teps.

# # #

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715745

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2 Based on $970 billion of assets under management across Nuveen Investments affiliates and TIAA investment management teams as of 12/31/18.
Interoffice Communication

Date: March 4, 2019

To: The President and Board of Trustees

From: Nico Karagosian, Vice President for University Advancement

Re: Advancement Update

At the March Board of Trustees Meeting, the Resources Committee will hear an update on Advancement and review potential components of a revised Foundation funding model.

The attached slides describe the Foundation’s financial goals, its current funding sources, and funding sources used by aspirational peers.

The revised funding model will seek to support the following goals:

- An increase in gifts to the University
- An improvement in the Foundation’s fund balance without donor restrictions
- Achievement of intergenerational equity within endowment funds

The Foundation’s current funding model is supported primarily by the endowment management fee and university general funds. Investment income, sales, gifts, subsidiary income and endowment distributions also support Foundation operations.

The Foundation’s current funding model is similar to that of aspirational peers, but many institutions receive some budgetary support from a current-use gift fee, while the Foundation does not. Implementation of a current-use gift fee would allow the Foundation to reduce the endowment management fee over time without the need for additional support from university general funds.

Various funding scenarios are being socialized among University and Foundation constituents, with the goal of incorporating a revised funding model into the FY20 budget.
March 21, 2019

Advancement Update
Revised Funding Model Preview

Tab #: pg
Goal: Increase Gifts to University

*Budgeted
## Goal: Financial Stability

Increase Undesignated Fund Balance within Funds Without Donor Restrictions

### (in millions)

<table>
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<tr>
<th></th>
<th>FY10</th>
<th>FY11</th>
<th>FY12</th>
<th>FY13</th>
<th>FY14</th>
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<td>The 1804 Fund</td>
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<td>Underwater</td>
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<td>HFO</td>
<td>(1.8)</td>
<td>(2.0)</td>
<td>(1.6)</td>
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<td>0.3</td>
<td>1.3</td>
<td>0.2</td>
<td>-</td>
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<tr>
<td>OU Inn</td>
<td>3.0</td>
<td>3.1</td>
<td>3.4</td>
<td>3.7</td>
<td>4.3</td>
<td>4.6</td>
<td>5.0</td>
<td>5.0</td>
<td>5.5</td>
<td>5.9</td>
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<tr>
<td>Undesignated</td>
<td>0.1</td>
<td>(17.3)</td>
<td>(5.4)</td>
<td>(3.3)</td>
<td>(0.4)</td>
<td>(1.6)</td>
<td>(2.9)</td>
<td>1.1</td>
<td>1.9</td>
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<td>Total</td>
<td>$2.9</td>
<td>$(3.4)</td>
<td>$(3.7)</td>
<td>$(1.2)</td>
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<td>$3.3</td>
<td>$3.0</td>
<td>$6.3</td>
<td>$7.4</td>
<td>$6.7</td>
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* Forecast
Goal: Intergenerational Equity

Expected vs. Required Investment Returns on Endowment Funds

Long-term expected return of 7.4% lags the required return of 8.4% (HEPI) or 7.8% (CPI).

Current expected return of 6.8% lags the required return of 8.4% (HEPI) or 7.8% (CPI).
Current Funding Model
Based on FY19 Budget for Funds Without Donor Restrictions

- Endowment management fee
- University support
- Investment income
- Gifts
- Sales

1= Subsidiary Income; 2= Endowment Distributions
# Funding Model Options

<table>
<thead>
<tr>
<th>Common Funding Sources</th>
<th>OUF</th>
<th>Peers*</th>
<th>Notes</th>
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<tbody>
<tr>
<td>Endowment Administrative Fee</td>
<td>✔</td>
<td>✔</td>
<td>Peer fees are 1.00% to 1.75%; OUF fee is 2.00%</td>
</tr>
<tr>
<td>Current Use Gift Fee</td>
<td></td>
<td>✔</td>
<td>3 peers use rate of 5%; 1 peer uses interest/holding period</td>
</tr>
<tr>
<td>Investment Income</td>
<td>✔</td>
<td>✔</td>
<td>Can vary widely and be negative</td>
</tr>
<tr>
<td>Unrestricted Gifts</td>
<td>✔</td>
<td>✔</td>
<td>Very few gifts to OUF are unrestricted</td>
</tr>
<tr>
<td>Sales and Event Registrations</td>
<td>✔</td>
<td>✔</td>
<td>Includes rent and Bobcat Store</td>
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<tr>
<td>University Support</td>
<td>✔</td>
<td>✔</td>
<td>Common but not universal</td>
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<tr>
<td>Subsidiary Income</td>
<td>✔</td>
<td>n/a</td>
<td>Sugar Bush and OU Inn</td>
</tr>
</tbody>
</table>

*Based on survey responses obtained in 2018 from nine aspirational peer institutions.*
Discussion and Feedback
Interoffice Communication

Date: March 4, 2019

To: The President and Board of Trustees

From: Deborah J. Shaffer, Vice President Finance & Administration, CFO and Treasurer
       Stephen D. Wood, Senior Associate Vice President and Chief Facilities Officer
       Elaine R. Goetz, Director of Sustainability

Re: Sustainability Restructuring Update

This presentation provides a progress update on the restructuring of Ohio University Sustainability, including the establishment of a new Sustainability Committee and an associated “hub” structure.

Since signing the “We Are Still In” climate declaration on his first day in office, President Nellis has expressed strong support for sustainability initiatives at Ohio University. Indicative of this strong support, one of OHIO’s strategic pathways is to create sustainable Engagement Ecosystems, and one of OHIO’s strategic priorities is “to enhance the University’s national position as a leading edge laboratory for sustainability”.

Last August, we shared with board members that Sustainability at Ohio University was undergoing restructuring. To align with the strategic pathways, the Ecology and Energy Conservation Committee would become a new Sustainability Committee, and three engagement ecosystem “hubs” would support the new committee. Our three new Sustainability hubs would be the “Sustainable Infrastructure Hub,” the “Sustainable Administration Hub” and the “Sustainable Living Hub”.

Since the board meeting in August, the University Faculty leaders for each of these hubs have been selected through a competitive process. These Faculty Hub Coordinators are already engaging with the University Community. During the March Board meeting, they will share their thoughts and ideas on how they will help lead initiatives that will further our institutional commitment to environmental, social and economic well-being.
March 21, 2019

OHIO Sustainability Update

Tab #; pg
Background to Restructuring

In alignment with Presidential Strategic Pathways & Priorities, we were asked to propose a new organizational structure for Sustainability at OHIO.

This change will meet several institutional goals.

1. Integrate sustainability throughout Ohio University’s academic mission, operations, and student affairs.

2. Enhance the University’s national position as a leading edge laboratory for sustainability.

3. Continue momentum toward fulfillment of sustainability commitments.

4. Be responsible with OHIO budget developments.

5. Restructure University Standing Committee which oversees Sustainability Plan.
Proposed Implementation Steps

- **Spring, 2018**: Vetting restructuring plan
- **Summer, 2018**: Restructuring plan approved; Ad Hoc Committee formed
- **Fall, 2018**: Hub Coordinator solicitation sent to faculty
- **Winter Break, 2018**: Hub Coordinator faculty selected
- **January, 2019**: Hub leaders begin posts
- **February-March, 2019**: First two Hub Seminars given; all key Hub Initiatives launched/advanced
- **March 20, 2019**: First Sustainability Committee meeting
Next Steps

For Hubs

April 2019: Sustainable Living Hub Seminar; celebrate key Living initiative

Summer 2019: Plan for fall Seminar Series; advance initiatives

For Sustainability & Climate Action Plan Revision

Next Steps

For Hubs

Next Steps

For Sustainability & Climate Action Plan Revision
Sustainable Administration Hub

Dr. Ryan Fogt, Hub Coordinator

- Associate Professor of Geography
- Research focus on causes of Antarctic climate variability and change
- Teaching focus in meteorology and climate
Climate and Sustainability

Ambassadors

• Student focused initiative as advocates of the Office of Sustainability
  • 70 students applied to be Ambassadors
• Targeted outreach, education, and events both on and off campus
• Improve climate literacy, reduce carbon footprint
• Achieve goals of new Sustainability and Climate Action Plans quicker

(the ambassadors’ graphic design will go here once finalized)
Administration Hub: An Engagement Ecosystem

- The Ambassadors will integrate students, faculty, and staff in making progress on nearly all aspects of sustainability.
- We will also partner with key community groups:
  - Regional middle school science classrooms
  - Rural Action
  - Athens County commissioners and other elected officials
- Initiative works within this new Hub and across the other Hubs.
Sustainable Living Hub

Dr. Theresa Moran, Hub Coordinator

- Director, Food Studies, Est. 2013
- Teaches interdisciplinary courses in the production, consumption and meaning of food
- Directs Food and Society Certificate and Food Studies Internship
- Sugar Bush Foundation funding for community engagement projects with Rural Action & Community Food Initiatives.
Ohio Student Farm

- Food Studies and Plant Biology Initiative
- Learning lab, production site, community workshops
- Student business with 3 weekly seasonal markets
- Donates to Cat’s Cupboard, and community pantries
Farm to OHIO Working Group: Regional Farms produce for Culinary Services

- Objective: to expand regional food procurement

- Monthly meetings include Rural Action, Culinary senior staff, Office of Sustainability, Center for Campus and Community Engagement

- OHIO commitment to purchase GAP certified produce from regional producers
Sustainable Living
Students, OHIO, and Community

Farm to OHIO: “agent of positive change”
• Economic development through regional agriculture
• OHIO sustainability through food purchasing
• Community partners with Sugar Bush Foundation

OHIO Student Farm: “leading edge lab for sustainability”
• Enhances academic mission with experiential, life-long education
• Enriches student life with “hands-on” access to fresh produce
• Creative ecosystem space for community and OHIO together
Sustainable Infrastructure Hub

Dr. Dave Bayless, Hub Coordinator

- Gerald Loehr Professor of Mechanical Engineering
- Director of the Ohio Third Frontier Wright Center for Algal Research and the Robe Leadership Institute
- Teaching foci: leadership development, energy conversions, and thermal/fluid sciences
Infrastructure Sustainability

**Strengths**
- Passion for sustainability by students, faculty, staff and partners
- Greater awareness of sustainability issues among campus leadership
- Existing engagement ecosystem

**Challenges**
- Conflicting missions, goals and values
- No common frame for prioritization
- Academic integration

**Threats**
- Social – people are affected by each aspect of this hub
- Environmental – the hub engages our significant emitters of pollutants
- Economic – there is a tangible cost to not adopting sustainable practices

**Opportunities**
- Campus infrastructure needs upgrades
- Academics ready for greater engagement
- Project-based approach already well accepted (EcoChallenge, Green Roof)
Infrastructure Hub Engagement

**Academic Project Approach**
- Integration of staff, faculty, community and students
- Integration of discovery, experiential learning, and accomplishment
- Existing programs
  - LEED Lab (Russ College)
  - EcoChallenge (COB, Russ, Cutlers)
  - Textile recycling (Consumer Science)
  - Many others…..

**Triple Bottom Line Framework**
- Framework for decision making
  - Social (people)
  - Environmental
  - Economic
- Develop an accepted framework among stakeholders
- Already have active research and engagement in TBL
- Robust methodology to assess impact of each project
Interoffice Communication

Date: March 4, 2019

To: The President and Board of Trustees

From: Deborah J. Shaffer, Vice President Finance & Administration, CFO and Treasurer
       Stephen D. Wood, Senior Associate Vice President and Chief Facilities Officer
       Shawna Bolin, Associate Vice President University Planning

Re: Facility & Planning Projects Updates

Enclosed for your reference are the Facility and Planning Projects Reports.

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 facility 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>
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</thead>
<tbody>
<tr>
<td>0 - Conceptual</td>
<td>36</td>
<td>$5,915,796</td>
<td>$2,925</td>
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<tr>
<td>1 - PreDesign</td>
<td>29</td>
<td>$14,962,208</td>
<td>$55,118</td>
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<tr>
<td>2 - Design</td>
<td>40</td>
<td>$161,423,676</td>
<td>$6,937,550</td>
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<tr>
<td>3 - Construction</td>
<td>53</td>
<td>$110,987,428</td>
<td>$35,089,660</td>
</tr>
<tr>
<td>4 - Closeout</td>
<td>63</td>
<td>$129,804,082</td>
<td>$122,427,736</td>
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<tr>
<td><strong>Grand Total</strong></td>
<td><strong>221</strong></td>
<td><strong>$423,093,191</strong></td>
<td><strong>$164,512,989</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.*
Highlights since the January Board of Trustees meeting include:

- Continued construction progress on the Chemistry Building
- Successful bid of Ridges 13, 14 and 18 Renovation
- Successful bid of Chilled Water Plant 3 Utility Distribution
- Successful bid of West Green Chilled Water Plant upgrades
- Successful bid of OUC Academic Success Center
- Richland Ave Pedestrian Crossing project (with City of Athens) delayed

3. The *Planning Projects Status Report* provides an update on University Planning’s studies and projects in process, as well as those on the horizon. Projects added since the January meeting are:

- Airport Capital Project Plan: Review and develop the 5-year Airport Master Plan and Capital Improvement Plan, and propose revisions as necessary to align with funding source opportunities through FAA, ODOT, etc.
- Student Health & CPS Space Review: Analyze current space and opportunities
- University Space Study: Utilization, Capacity, Metrics, & Learning Initiatives: Study to address space across all University locations
- Architectural, Historic & Landscape Guidelines: Develop guidelines for decision making for recently established Architectural Design Advisory Council (ADAC)
- University Libraries Master Plan
### 2019 Active Capital Project Schedules

<table>
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<tr>
<th>PROJECT TITLE</th>
<th>BUDGET</th>
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<tbody>
<tr>
<td>HCOM Phase I Academic Replacement Space</td>
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<tr>
<td>Chemistry Building</td>
<td>42,600,000</td>
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<tr>
<td>Russ Research Opportunity Center</td>
<td>30,100,000</td>
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<tr>
<td>EIP - Permanent Campus Boilers</td>
<td>17,500,000</td>
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<tr>
<td>Chilled Water Plant 3 - Utility Distribution</td>
<td>15,600,000</td>
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<tr>
<td>Ridges 13, 14 and 18 Renovation</td>
<td>15,330,234</td>
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<tr>
<td>Chilled Water Plant 3 - Plant</td>
<td>15,250,000</td>
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<tr>
<td>Bromley Infrastructure Improvements</td>
<td>5,760,000</td>
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<tr>
<td>Washington Water/Bathroom Upgrades</td>
<td>5,700,000</td>
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<td>HCOM Utilities Phase I - EIP/HCOM</td>
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<td>Konneker Research Ridges 25 HVAC and Boiler System Upgrade 2018</td>
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<td>Convocation Center Residential Restrooms Renovation</td>
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<td>Weld, Armbruster, Atkinson and Smith Demolition 2018</td>
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<td>OUC Academic Success Center Stevenson Renovation</td>
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<td>Ridges Parking Lot, Site and Building 20 Demolition</td>
<td>2,764,330</td>
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<td>PROJECT TITLE</td>
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<tr>
<td>29 Park Place and Carriage House Renovation and ADA Improvements</td>
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<td>Facility Site Improvements - HCOM Phase I</td>
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<td>West Green CW Pump System Repairs</td>
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<td>Sargent Hall HVAC Upgrades 2019</td>
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<td>Herrold Hall Infrastructure and Interior Improvements</td>
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<td>Hwa Wei Lee Roof/Exterior Upgrade</td>
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<td>OUS Energy Efficiency Phase II 2019</td>
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<td>Innovation Center Roof</td>
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<td>Seigfred Chilled Water Connection</td>
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<td>Ryors Hall Lobby Renovation 2019</td>
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<td>Fault Locators &amp; Distribution Refusing</td>
<td>750,000</td>
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<td>Ridges Circle Roadway Repair 2018</td>
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<td>OU Health &amp; Physical Education Center HVAC Controls Upgrade 2019</td>
<td>Amelia Walker</td>
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<td>OU Fire Suppression System Study 2019</td>
<td>Danny Counts</td>
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<td>Chillicothe Campus Bennett Hall Elevator Replacement 2019</td>
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<td>Schoonover Center Green Roof</td>
<td>Michael West</td>
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<td>Walter Hall 235 Classroom Renovation 2019</td>
<td>Jamie Noble</td>
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<tr>
<td>Radio TV Communications Building Fall Prevention Equipment Installation 2019</td>
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<tr>
<td>Brown House Demolition 2019</td>
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<td>Ridges Utilities Decentralization and Demolition</td>
<td>Michael West</td>
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<td>Ridges Building 33 Heating Plant Roof Repair 2019</td>
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<td>Baker Center Ballroom Electrical Upgrades 2019</td>
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<td>Baker Center 514 Renovation 2019</td>
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<td>Porter Hall 503 Outlet Installation 2019</td>
<td>Gem Stone</td>
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<td>Treadway Hall Grounds Garage Drainage Repair 2019</td>
<td>Michael McAvoy</td>
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<td>Ridges Building 32 Roof Replacement</td>
<td>Michael West</td>
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<td>Copeland Window Upgrades</td>
<td>Stephanie Ruth</td>
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<td>Ridges Building 33 Roof Replacement</td>
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<tr>
<td>HRTC Repurpose for HCOM 2019</td>
<td>Robin Faires</td>
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<td>Lausche Plant Well Restoration 2019</td>
<td>Michael McAvoy</td>
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<tr>
<td>OUS Parking Lot and Site Improvements 2019</td>
<td>Jamie Noble</td>
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<td>OUS Security and Accessibility Improvements 2019</td>
<td>Jamie Noble</td>
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<td>Ridges Building 37 Improvements - Roof Repair 2018</td>
<td>Michael West</td>
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<td>Jamie Noble</td>
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<td>OUS Roadway and Parking Improvements Phase II 2019</td>
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<tr>
<td>Stocker 1st &amp; 2nd Floor Interior Improvements 2019</td>
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<td>Lausche Plant Feedwater Header Connection Estimate 2019</td>
<td>Brody Bauers</td>
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<td>Michael McAvoy</td>
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<td>Clippinger Renovation Strategy (Phases 2-4) 2019</td>
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<td>Baker Center 225 Plaque Installation 2019</td>
<td>Lynnette Clouse</td>
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<td>OUS Campus Interior Signage Update &amp; Accessibility Improvements 2019</td>
<td>Jamie Noble</td>
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<td>Kantner Ground and 3rd Floor Restroom Conversion 2019</td>
<td>Jamie Noble</td>
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<tr>
<td>OUU Littick Hall HVAC Improvements</td>
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<td>Trisolini House Renovation for Auxiliaries 2019</td>
<td>Stephanie Ruth</td>
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<td>Bush Airport Structure Demolition 2019</td>
<td>Robert Martin</td>
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<td>Cutter Hall Basement Drainage 2018</td>
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<td>Copeland, Porter and Life Science Energy Savings Improvements 2018</td>
<td>Michael McAvoy</td>
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<td>Central Food Electrical Drop Installation 2019</td>
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<td>Nelson Hall Dining Equipment Replacement 2019</td>
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<td>Project Manager</td>
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<td>Parks Hall 326 Outlet Installation 2019</td>
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<tr>
<td>Ridges 19 Replacement 114, 114 and 517B Door Window Installation 2019</td>
<td>Stephanie Ruth</td>
</tr>
<tr>
<td>Jennings House 1st Floor Remodel 2019</td>
<td>Stephanie Ruth</td>
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<tr>
<td>Back South Exterior Masonry Study 2018</td>
<td>Tony Bertino</td>
</tr>
<tr>
<td>Washington Hall Casework and Door Refinish 2019</td>
<td>Gem Stone</td>
</tr>
<tr>
<td>Alden Center Stairwell Strip Installation 2018</td>
<td>Jamie Noble</td>
</tr>
<tr>
<td>Lancaster Campus Brasee and Herrold Hall Fire Alarm System Replacement 2018</td>
<td>Amelia Walker</td>
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<tr>
<td>Back South Lighting Improvements 2019</td>
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<tr>
<td>Gamertsfelder Hall Casework and Door Refinish 2019</td>
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<td>Central Classroom Masonry Repairs 2018</td>
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<tr>
<td>Herrold Hall Infrastructure and Interior Improvements 2018</td>
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<tr>
<td>Lindley Hall Middle Stairwell Handrail Replacement 2019</td>
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<tr>
<td>Campus Steam System Repairs 2019</td>
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<tr>
<td>OU E Campus Chiller Replacements 2019</td>
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<tr>
<td>Lindley Hall Roof Replacement</td>
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</tr>
<tr>
<td>OUHCOM Dublin Campus Development</td>
<td>Teri Swart</td>
</tr>
<tr>
<td>OUS Campus Interior and Site Lighting Upgrades 2019</td>
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</tr>
<tr>
<td>OUS Praznitzler Center Flag Pole and Plaza Construction 2019</td>
<td>Jamie Noble</td>
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<tr>
<td>Eastern Campus Entry Signs Replacement 2018</td>
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<tr>
<td>University and AC911 Fiber Optic Installation 2019</td>
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<tr>
<td>Outdoor Museum Exterior Signage 2019</td>
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<tr>
<td>Grovenor Hall Administrative Relocation Renovation 2019</td>
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<tr>
<td>OU Campus Infrastructure Improvements</td>
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<tr>
<td>Seigfried Chilled Water Connection</td>
<td>Brody Bauers</td>
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<tr>
<td>Fault Locators &amp; Distribution Re-Fusing</td>
<td>Danny Counts</td>
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<tr>
<td>West Green CW Pump System Repairs</td>
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<tr>
<td>29 Park Place and Carriage House Renovation and ADA Improvements</td>
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</tr>
<tr>
<td>Ridges Building 32 Room 221 Carpet Replacement 2018</td>
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</tr>
<tr>
<td>Boyd Dining Hall Electrical Drop Installation 2018</td>
<td>Stephanie Ruth</td>
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<tr>
<td>Konnere Research Ridges 25 HVAC and Boiler System Upgrade 2018</td>
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<td>Chubb Hall HVAC Study 2019</td>
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<tr>
<td>Chilled Water Plant 3 - Plant</td>
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<td>RTVC Drinking Fountain Replacements 2018</td>
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<tr>
<td>Bush Airport Taxiway Rehabilitation</td>
<td>Robert Martin</td>
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<td>Russian Research Opportunity Center</td>
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<tr>
<td>Lancaster Pickerington Center Buildings 1 and 2 Roof Replacement 2018</td>
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<tr>
<td>Convocation Center Concrete Repair 2018</td>
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<tr>
<td>Sargent Hall HVAC Upgrades 2019</td>
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**Substantial Completion Date**

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<td>Lancaster Pickerington Center Buildings 1 and 2 Roof Replacement 2018</td>
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Ohio University Facility Projects Status Update

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<thead>
<tr>
<th>Project Name</th>
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<th>Funding Sources</th>
<th>Budget</th>
<th>Expenditures</th>
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<tr>
<td>Convocation Center 3rd Floor Residential Room Renovation 2018</td>
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<td>Gamertsfielder Bath-Woo Room Renovation 2018</td>
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<td>Ryors Hall Lobby Renovation 2019</td>
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<td>$43,258</td>
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<td>Tredue Hall Pedestrian Bridge Repair 2019</td>
<td>Brody Bauers</td>
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<td>X</td>
<td>$112,000</td>
<td>$3,019</td>
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<td>Weld, Armbruster, Atkinson and Smith Demolition 2018</td>
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<td>Child Development Center HVAC Controls Upgrade 2018</td>
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<td>Chubbi/Sing Tao Roofs</td>
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<td>Kantner Hall Structural Masonry Work</td>
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<td>Conkner Alumnus Center ADA Addition and Renovation 2018</td>
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<td>Chilled Water Plant 3 - Utility Distribution</td>
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<td>Ridges Parking Lot, Site Improvements and 20 Demolition</td>
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<td>Special Studies</td>
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<td>Internal</td>
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<td>Winter 2019</td>
<td>Consultant-Now Internal</td>
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<td>Parking Master Plan</td>
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<td>Summer 2019</td>
<td>Consultant</td>
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<td>ADA Transition Plan Phase I</td>
<td>Active</td>
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<td>Consultant</td>
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<td>Athletics and Recreation Deferred and Long-Term Plan</td>
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<td>Ridges Planning Studies</td>
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<td>Ongoing</td>
<td>Internal</td>
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<td>Consultant-Now Internal</td>
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Interoffice Communication

Date: February 25, 2019

To: The President and Board of Trustees

From: Jeffrey Davis, Chief Audit Executive

Re: Audit and Risk Management Committee Meeting

Internal Audit will present an update on office activities at the March 21, 2019 Audit and Risk Management Committee meeting. The status of the FY19 audit plan and external reviews will be discussed. Finance and Internal Audit will also provide an update on University PCards and cash collections.

Representatives of Plante Moran, the University’s external auditor, will be present to discuss the upcoming FY19 audit.

I will be pleased to answer any questions.
March 21, 2019

Audit and Risk Management Committee

Chief Audit Executive Report

Tab #: pg
Audit Plan Status Update
## Audit and Risk Management Committee

**FY19 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>NCAA Agreed Upon Procedures</td>
<td>Bevan, Boyle</td>
<td>Completed</td>
<td>12/5/18</td>
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<tr>
<td>IT General Controls</td>
<td>Tong</td>
<td>Completed</td>
<td>1/7/19</td>
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<tr>
<td>Diversity and Inclusion</td>
<td>Boyle, Tong, Ennis</td>
<td>Completed</td>
<td>1/31/19</td>
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<td>Financial Aid</td>
<td>Bevan, Ennis, Boyle</td>
<td>Completed</td>
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<tr>
<td>Research</td>
<td>Tong, Bevan, Ennis</td>
<td>In Progress</td>
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<tr>
<td>Patton College of Education</td>
<td>Bevan, Tong, Boyle</td>
<td>In Progress</td>
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<td>Scripps College of Communication</td>
<td>Ennis, Tong, Boyle</td>
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<td>Continuous Auditing/Monitoring</td>
<td>All</td>
<td>In Progress</td>
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External Reviews
Audit and Risk Management Committee

FY19 External Reviews:

- Ohio University receives notice of external audits, monitoring visits and requests for information throughout the fiscal year.
- The VP for Finance Grants & Contracts Accounting Office, the Office of Research and Sponsored Programs Office, and the Research Compliance Office coordinates most of this activity.
- A “Program Review Log” is maintained where these “audits” are tracked.
- The following two slides provide information on FY19 external reviews that have occurred as of February 2019.
# Audit and Risk Management Committee

## FY19 External Reviews:

<table>
<thead>
<tr>
<th>Agency/Grantor</th>
<th>Status</th>
<th>Federal/State</th>
<th>Program</th>
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<tbody>
<tr>
<td>Ohio Development Services Agency</td>
<td>Closed</td>
<td>State</td>
<td>Small Business Development Center</td>
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<tr>
<td>U.S. Dept. of Veterans Affairs</td>
<td>Closed</td>
<td>Federal</td>
<td>Veterans Employment and Training Service</td>
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<tr>
<td>U.S. Dept. of Agriculture</td>
<td>Closed</td>
<td>Federal</td>
<td>Animal Welfare Act</td>
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<tr>
<td>U.S. Dept. of State – Bureau of Educational and Cultural Affairs</td>
<td>Ongoing</td>
<td>Federal</td>
<td>SUSI Program (Institute for Scholars on Journalism and Media)</td>
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<td>Appalachian Regional Commission</td>
<td>Ongoing</td>
<td>Federal</td>
<td>LIGHTS Program</td>
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# Audit and Risk Management Committee

## FY19 External Reviews:

<table>
<thead>
<tr>
<th>Agency/Grantor</th>
<th>Status</th>
<th>Federal/State</th>
<th>Program</th>
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<td>Office of Laboratory Animal Welfare</td>
<td>Closed</td>
<td>Federal</td>
<td>Annual Report – Care and Use of Lab Animals</td>
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<tr>
<td>Ohio Development Services Agency</td>
<td>Ongoing</td>
<td>State</td>
<td>Entrepreneurial Signature Program</td>
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<td>AAALAC</td>
<td>Closed</td>
<td>Federal</td>
<td>Annual Report (animal care)</td>
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<td>USDA Animal Care</td>
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<td>Animal Care Annual Inspection</td>
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<td>Office of Research Integrity</td>
<td>Ongoing</td>
<td>Federal</td>
<td>Annual Report</td>
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Audit and Risk Management Committee

FY19 External Reviews:

• There were no significant audit findings for any of the audits that have been completed.

• Internal Audit reviews the completed reports and would follow up with management for any recommendations appearing in the audit reports.
Audit and Risk Management Committee

CAE Report

• Questions?
Cash Collections Update

Finance/Internal Audit
Audit and Risk Management Committee

Cash Collections Update – Where we started:

• A cash committee has been established by the VP for Finance & Administration in February 2018
  • Membership across all planning units and includes AVP for Finance, University Bursar, and Chief Audit Executive
  • Charge: to reduce and/or eliminate cash collection points from business operations
## Audit and Risk Management Committee

### Cash Collections Update – Progress to Date:

<table>
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<tr>
<th>Calendar Year Cash Receipts by Location</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
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<td>-17.58%</td>
<td></td>
</tr>
</tbody>
</table>
Audit and Risk Management Committee

Cash Collections Update – Progress to Date:

<table>
<thead>
<tr>
<th>Sum of Amount</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACH</td>
<td>$ 332,365,374</td>
<td>$ 333,678,601</td>
<td>$ 344,888,646</td>
<td>$ 345,552,404</td>
</tr>
<tr>
<td>Cash</td>
<td>5,345,736</td>
<td>5,216,503</td>
<td>4,732,516</td>
<td>3,900,680</td>
</tr>
<tr>
<td>Check</td>
<td>123,889,203</td>
<td>116,270,470</td>
<td>105,638,090</td>
<td>99,550,701</td>
</tr>
<tr>
<td>Credit Card</td>
<td>12,281,699</td>
<td>12,929,074</td>
<td>14,011,704</td>
<td>13,792,377</td>
</tr>
<tr>
<td>Online Student Pmts - ACH</td>
<td>115,486,225</td>
<td>116,994,716</td>
<td>116,209,319</td>
<td>119,603,133</td>
</tr>
<tr>
<td>Online Student Pmts - Credit Card</td>
<td>18,050,407</td>
<td>20,553,852</td>
<td>21,616,217</td>
<td>22,215,198</td>
</tr>
<tr>
<td>Grand Total</td>
<td>$ 607,418,643</td>
<td>$ 605,643,216</td>
<td>$ 607,096,491</td>
<td>$ 604,614,492</td>
</tr>
</tbody>
</table>
Audit and Risk Management Committee

Cash Collections Update – What we’ve done to date:

• Created an approval process for cash collections
• Identified locations and high level business need for cash collection
• Created 13 new eMarkets which eliminated cash collection points
• Departmental Cash Handling Procedure form – working with departments to document procedures (i.e. how collect, record, handle, balance and reconcile, deposit and secure cash in detail)
Audit and Risk Management Committee

Cash Collections Update - Training:

• Creation of a Cash Handling & Credit Card Security Awareness training
  • 246 staff trained as well as 996 student employees
  • Training is required once per year

• Brown Bag Session on completion of Departmental Cash Handling Procedure to document departmental/planning unit specific control process for cash handling

• Audit – will be auditing departments against the departmental/planning unit documented control process
Audit and Risk Management Committee

Cash Collections Update

• Questions?
University Purchasing Card (PCARD) Update

Finance/Internal Audit
Audit and Risk Management Committee

Pcard Update

- Approximately 10% reduction in pcards over prior year

<table>
<thead>
<tr>
<th>Category</th>
<th>February 2018</th>
<th>February 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional Campuses</td>
<td>268</td>
<td>238</td>
</tr>
<tr>
<td>Academic Units</td>
<td>1,440</td>
<td>1,323</td>
</tr>
<tr>
<td>Academic Support Units</td>
<td>125</td>
<td>99</td>
</tr>
<tr>
<td>Non-Academic Units</td>
<td>627</td>
<td>558</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2,460</strong></td>
<td><strong>2,218</strong></td>
</tr>
</tbody>
</table>
Audit and Risk Management Committee

Pcard Update

• Opportunity to transition purchasing cards to travel cards
  – Expect that to occur by end of fiscal year
  – Some units started this process early

<table>
<thead>
<tr>
<th>Category</th>
<th># Travel Cards February 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional Campuses</td>
<td>4</td>
</tr>
<tr>
<td>Academic Units</td>
<td>52</td>
</tr>
<tr>
<td>Academic Support Units</td>
<td>20</td>
</tr>
<tr>
<td>Non-Academic Units</td>
<td>41</td>
</tr>
<tr>
<td>Total</td>
<td>117</td>
</tr>
</tbody>
</table>
Audit and Risk Management Committee

Pcard Update

• Travel
  – New Travel Provider effective April 1, 2019
  – Short term – move to travel cards
  – Long term – move to virtual pay options

• Catalog additions
  – Eliminate need to purchase via pcard → purchase orders

• Review Credit Limits
  – Reduce spending limits to meet actual need based on historical trends
Audit and Risk Management Committee

Pcard Update

• Questions?
March 21, 2019

FY19 Pre-Audit Planning

Plante Moran

Tab #; pg
Ohio University
Board of Trustees
Audit Committee
2019 Audit Planning Meeting

March 21, 2019
Ohio University
Audit Planning Agenda

• The Ohio University Audit Team
• Reporting and Responsibilities
• Audit Approach
• Timing and Key Dates
• Peer Review Report and GAO Auditor Responsibilities
• Upcoming Pronouncements
• Appendix - Definitions
Ohio University
Audit Team

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Andy Cierniak, In-charge
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614.222.9178
Ohio University
Reporting and Responsibilities

• **Plante Moran Deliverables**
  • Opining on FY 2019 University financial statements and the University’s federal programs
  • Opining on FY 2019 for the Foundation, Inn-Ohio of Athens, Inc., Russ Research Center LLC, and WOUB’s financial statements
  • Procedures related to compliance with NCAA Bylaws
  • Letter for state “Special Purpose” report

• **Plante Moran Responsibilities**
  • To express an opinion on the University’s and the Foundation’s financial statements
  • To express an opinion on the major federal programs of the University
  • To express an opinion on the Inn-Ohio of Athens, Inc. and Russ Research Center LLC’s financial statements
  • To express an opinion on WOUB’s financial statements
  • To provide reasonable, not absolute, assurance of detecting material misstatements
  • To gain an understanding of internal controls, policies, and procedures to design an effective audit

• **Plante Moran will issue the following Reports and Letters for 2019:**
  • **Planning Stage**
    • Engagement letter for the Ohio University audit (includes the federal awards audit and WOUB)
    • Engagement letter for procedures to be performed in accordance with NCAA Bylaws
Ohio University
Reporting and Responsibilities (continued)

- Plante Moran will issue the following Reports and Letters for 2019 (continued):
  - At completion of work:
    - An opinion on the financial statements of the University, the Foundation, the component units of the Foundation, and for WOUB
    - Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of the Financial Statements Performed in Accordance with Government Auditing Standards (GAGAS report) for the University, the Foundation, the component units of the Foundation, and for WOUB
    - Report on the Conduct of the Audit (AU 260)
    - Federal programs audit reports and schedules
      - Report on Compliance For Each Major Program and on Internal Control Over Compliance in Accordance with Uniform Guidance
      - A Schedule of Findings and Questioned Costs
    - A Management Recommendation Letter, if applicable
    - Letter regarding procedures performed for state “Special Purpose” report
    - A Report on Agreed-Upon Procedures related to Intercollegiate Athletics in accordance with NCAA Bylaws
Ohio University
Audit Approach

• Financial Statement Audits (includes the Foundation and its component units)
  • General Controls Assessment and Paperless System testing (i.e., registration, tuition, and endowments)
  • Risk-Based Approach – More time will be spent on those areas considered higher risk
    • Valuation of accounts receivable
    • Valuation of alternative investments
    • Any contingent liabilities
    • Liability for self-insurance
    • Net pension and OPEB liability
  • In response to the above risks, we will perform the following:
    • Review the allowance for accounts receivable and also, review the assumptions used to determine collectibility,
    • Review significant assumptions and estimates for alternative investments in accordance with the AICPA Practice Aid,
    • Discuss pending litigation with Ohio University legal counsel,
    • Review key assumptions and data submitted to the actuary for self-insurance,
    • Review the calculations surrounding the pension and OPEB liabilities incorporated into the financial statements, review the census data used in the calculations, and review audited pension plan reports.
Ohio University
Audit Approach (continued)

- **Financial Statement Audits (includes the Foundation and its component units)**
  - Documentation and testing of key accounting processes and internal controls by major cycles – purchasing, expenditures and accounts payable, payroll and related year-end liabilities, revenue, receipts and accounts receivable, investments and related income, financial reporting
  - Group Audit Standards – Plante Moran will be serving as the “Group Auditor” for all components of this audit (the University and the Foundation)
  - Report letter
    - Emphasis-of-matter paragraphs will be in the report letter due to the significant balance of alternative investments on the University’s statements of net position
  - PM to engage Haran Watson & Company as minority subcontractor
Ohio University
Audit Approach (continued)

• **Federal Programs Audit Reports**
  • Audit is performed in compliance with federal regulations and includes compliance and internal control categories as defined by OMB
    • Programs expected to be tested in 2019
      • Student Financial Assistance Cluster
      • Research and Development Cluster
      • Highway Planning and Construction Cluster (if over Type A threshold)
      • Other programs will also be tested if required based on Uniform Guidance

• **NCAA Agreed-Upon Procedures**
  • Suggested procedures for line items determined by NCAA
  • Items will be tested based on specific guidance provided by the NCAA (4 percent or greater of any revenue or expense category)

• **WOUB Center for Public Media**
  • Accounting process and internal control procedures incorporated into University systems testing
  • Significant asset, liability, revenue, and expense financial statement balances tested for WOUB
  • Review and submission of online financial reporting in accordance with Corporation for Public Broadcasting requirements
Ohio University
Audit Approach (continued)

• Plante Moran has been advised:
  • The University is in compliance with all regulatory, governmental, and grant requirements
  • There have been no material acts of fraud or embezzlement
  • There have been no significant acts of fraud related to federal programs
  • The University is not aware of any accounting entries made which are not in the normal course of business
  • The University is not aware of any material illegal or improper acts

• Internal Audit Assistance
  • Incorporate and review internal audit reports into our audit approach in certain areas
  • Assistance with NCAA agreed-upon procedures
• **Materiality**
  - The concept of materiality is inherent in the audit
    - We place greater emphasis on those items that have, on a relative basis, more importance to the financial statements and greater possibilities of material error than with those items of lesser importance or those in which the possibility of material error is remote

• **Communications with the Audit Committee:**
  - Required fraud inquiries during planning process
  - All services provided by Plante Moran to Ohio University
  - Independence, in compliance with GAO requirements
  - Passed adjustments schedules
  - Changes in report presentation (if applicable)
# Ohio University
## Timing and Key Dates

<table>
<thead>
<tr>
<th>Event Description</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Audit Scope Presentation to Audit Committee</td>
<td>March 21, 2019</td>
</tr>
<tr>
<td>Preliminary fieldwork begins</td>
<td>April 2019</td>
</tr>
<tr>
<td>WOUB and NCAA procedures fieldwork begins</td>
<td>August 2019</td>
</tr>
<tr>
<td>Preliminary fieldwork ends</td>
<td>April 2019</td>
</tr>
<tr>
<td>Year-end fieldwork – Russ Research Center LLC</td>
<td>August 2019</td>
</tr>
<tr>
<td>Year-end fieldwork – Inn-Ohio of Athens, Inc.</td>
<td>July 2019</td>
</tr>
<tr>
<td>Year-end fieldwork begins – University including federal programs audit and Foundation</td>
<td>August 12</td>
</tr>
<tr>
<td>Draft financial statements to Plante Moran</td>
<td>No later than Sept. 9</td>
</tr>
<tr>
<td>Draft WOUB and NCAA reports to be provided by the University</td>
<td>September 16</td>
</tr>
<tr>
<td>Year-end fieldwork ends – University including federal programs audit and Foundation</td>
<td>September 20</td>
</tr>
<tr>
<td>Closing meeting with management &amp; final draft of financial statements</td>
<td>September 20</td>
</tr>
<tr>
<td>Meeting with audit committee to review financial statements</td>
<td>TBD – Prior to Oct. 15</td>
</tr>
</tbody>
</table>
Ohio University
Timing and Key Dates (continued)

*The timeline of the financial statement preparation and review will be as follows:

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Submission of Draft Management Letter to Executive Management, if applicable</td>
<td>October 15</td>
</tr>
<tr>
<td>Submission of final University financial statements to State Auditor</td>
<td>October 15</td>
</tr>
<tr>
<td>Submission of final Foundation financial statements to State Auditor</td>
<td>October 15</td>
</tr>
<tr>
<td>Submission of final Russ Research Center LLC financial statements to State Auditor</td>
<td>October 15</td>
</tr>
<tr>
<td>Submission of final Inn-Ohio of Athens, Inc. financial statements to State Auditor</td>
<td>October 15</td>
</tr>
<tr>
<td>Submission of final WOUB and NCAA reports to State Auditor</td>
<td>October 15</td>
</tr>
<tr>
<td>Submission of final management letter to State Auditor</td>
<td>October 15</td>
</tr>
<tr>
<td>Certification of Corporation of Public Broadcasting online reports for WOUB</td>
<td>October 31</td>
</tr>
</tbody>
</table>
Ohio University
Peer Review Report and GAO Auditor Responsibilities

• Under the Government Accounting Office (GAO) requirements, if an audit is completed in accordance with Government Auditing Standards, the Audit Committee and/or Board of Trustees are required to receive from the audit firm the following document:
  • Peer Review Report (this is performed every three years)

• In addition, we are required to communicate the following items (if applicable):
  • Noncompliance with laws, regulations, contracts or grants that have material effect on the financial statements
  • Any instances of abuse identified that could be material to the financial statements
Ohio University
Upcoming Pronouncements

• Gasb 83 – Certain Asset Retirement Obligations
  • Effective for the fiscal year ending June 30, 2019
  • Provides requirements on recognition and measurement for asset retirement obligations (ARO), other than landfills
  • Defines an ARO as a legally enforceable liability associated with the retirement of a tangible capital asset
  • Common examples include the removal of wind turbines and disposal of X-ray machines

• Gasb 84 – Fiduciary Activities
  • Effective for the fiscal year ending June 30, 2020
  • Establishes criteria for identifying fiduciary activities
  • For public institutions, examples that may meet these criteria include 1) endowment assets of other institutions that are managed in the reporting institution’s investment pool and 2) alumni or student club accounts that are managed with the reporting institution’s cash or investments
Ohio University
Upcoming Pronouncements (continued)

• **GASB 87 – Leases**
  - Effective for the fiscal year ending June 30, 2021
  - Requires recognition of certain lease assets and liabilities for leases that previously were classified as operating leases and recognized as inflows of resources or outflows of resources based on the payment provisions of the contracts
  - Lessee would be required to recognize a lease liability and an intangible right-to-use lease asset
  - Lessor would be required to recognize a lease receivable and a deferred inflow of resources

• **GASB 89 – Accounting for Interest Cost Incurred Before the End of a Construction Period**
  - Effective with the fiscal year ending June 30, 2021
  - This Statement requires that interest cost incurred before the end of a construction period be recognized as an expense in the period in which the cost is incurred
  - Interest cost incurred before the end of a construction period will not be included in the historical cost of a capital asset
Ohio University
Appendix - Definitions

• **Deficiency**
  - A “deficiency” exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect and correct misstatements on a timely basis. A deficiency in design exists when (a) a control necessary to meet the control objective is missing or (b) an existing control is not properly designed so that even if the control operates as designed, the control objective is not always met. A deficiency in operation exists when a properly designed control does not operate as designed or when the person performing the control does not possess the necessary authority or qualifications to perform the control effectively. Deficiencies may involve one or more of the five interrelated components of internal control.

• **Significant Deficiency**
  - A “significant deficiency” is a deficiency, or combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

• **Material Weakness**
  - A “material weakness” is a deficiency, or combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and correct on a timely basis.

• **Fraud**
  - The term “fraud” includes “misstatements” arising from fraudulent financial reporting and misstatements arising from misappropriation of assets.
  - “Misstatements” arising from “fraudulent financial reporting” are intentional misstatements, or omissions of amounts or disclosures in financial statements intended to deceive financial statement users.
Ohio University
Appendix - Definitions

• Fraud (continued)
  • “Misstatements” arising from “misappropriation of assets” involve the theft of assets where the effect of the theft causes the financial statements not to be presented in conformity with GAAP.
  • The University is responsible for the design and implementation of programs and controls to prevent and detect fraud.

• GAAP
  • Generally Accepted Accounting Principles. Used by almost all entities in the USA to prepare periodic financial statements.

• Allowance
  • An estimate determined by management based on past history of the amount of student and contribution receivables at June 30 that are not expected to be received.

• NCAA Agreed-Upon Procedures
  • National Collegiate Athletic Association requires procedures to be performed in accordance with their bylaws. These procedures relate to the classification of revenues and expenses by athletic program and the content within the respective line items of revenues and expenses.

• Federal Programs Audit
  • Title 2 U.S. Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards sets forth standards for obtaining consistency and uniformity among Federal agencies for the audit of states, local governments, and non-profit organizations expending federal awards. This is also known as “Single Audit” and is focused on programs funded with federal dollars. At Ohio University, this primarily consists of student financial aid and research and development grants.
Ohio University
Appendix - Definitions

• **990-T**
  - Corporate income tax form for exempt organization unrelated income. This primarily relates to income earned on limited partnerships that is considered taxable by the IRS (real estate and natural resources), and non-educational use of institutional property.

• **Nonexchange Transaction**
  - Revenues received by the University that are deemed not related to the University providing a service. They consist primarily of gifts, investment income, federal Pell grant revenue and state operating appropriations. State appropriations are subject to annual approval by state legislature and are reported based on the state operating budget that funds the appropriation to the University.

• **FASB**
  - Financial Accounting Standards Board is the governing accounting body that issues reporting pronouncements for private sector organizations. The Foundation prepares its financial statements in accordance with these pronouncements and guidance.

• **GAAS**
  - Generally Accepted Auditing Standards. The standards that govern the conduct of independent audits of non-public companies, as determined by the Auditing Standards Board (ASB) of the AICPA.

• **GAGAS**
  - Generally Accepted Governmental Auditing Standards. Informally known as “Yellow Book”, these standards guide all audits of governmental units.

• **GASB**
  - Governmental Accounting Standards Board is the governing accounting body that issues reporting pronouncements. Ohio University prepares their financial statements in accordance with these pronouncements and guidance.
Ohio University
Appendix - Definitions

- **Unmodified Opinion**
  - A signed representation by an auditor as to the reliability and fairness of a set of financial statements. The opinion could be qualified, unmodified, or adverse.

- **Auditor Opinion Date**
  - The date the audit is completed and the auditor can provide their opinion. This is defined as the date the audit fieldwork and reviews are completed and the date management has reviewed the financial statements and provided a signed representation letter to the auditors.

- **Material Misstatement**
  - To present accidental or intentional untrue financial statement information that influences a company’s value.

- **Significant Adjustments**
  - A material error in financial reporting discovered by the auditor during performance of their audit fieldwork which was large enough that it was required to be booked to the financial statements and disclosed to the audit committee or board.

- **Passed Adjustments**
  - A summary of proposed account adjustments not recorded by management and reviewed by auditors and determined, individually or in the aggregate, not to have a significant effect on the financial reporting process and therefore they are not recorded in the financial statements.
Thank You!

We look forward to continue serving Ohio University!

Higher Education Group

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Danny Sklenicka
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Governance and Compensation Committee Meeting
MEMORANDUM

Date: March 5, 2019

To: Cary Cooper, Acting Chair, The Ohio University Board of Trustees Governance Committee

From: M. Duane Nellis, Ph. D., President

Re: National Trustee Recommendation – John P. Gainor

Per direction from the Ohio University Board of Trustees, I have met with nominees for the National Trustee position on the Board. As a result of my conversations with nominators and with nominees, I officially advance my recommendation of John P. Gainor, an alumnus and former President and Chief Executive Officer of International Dairy Queen, Inc., as a National Trustee on the Ohio University Board of Trustees.

In his time as President and CEO of International Dairy Queen (a Berkshire Hathaway company), a position John held from July 2008 until his retirement at the end of 2017, he was responsible for overseeing all aspects of this $4.5 billion-dollar brand. That brand included 6,900 restaurants in the Dairy Queen, Orange Julius and Karmelkorn systems throughout the United States, Canada and 28 other countries.

Prior to joining IDQ, he held various executive positions in the food service industry. His background includes experience working with franchisors as well as the distribution side of the quick-service and casual dining restaurant business. In fact, John launched his career in the transportation industry and for a decade held executive positions with Warner Lambert, a Fortune 150 pharmaceutical and consumer products company. He also served as the president and co-founder of Supply Solutions, Inc., where he developed and designed supply chain and logistics solutions for national chain restaurants.

John currently serves as a director on the board of Saia, Inc., (NASDAQ: SAIA) a leading regional and interregional less than truckload and third-party logistics provider that services forty-one states, Canada, Mexico and Puerto Rico. He serves on both the audit committee and the nominating and governance committee with Saia, Inc.

Currently residing in Florida, John and his wife, Nancy, are proud graduates of Ohio University. I believe that John’s immense professional experience, leadership qualities, and commitment to Ohio University make him a strong nominee for the position of National Trustee and he has my highest endorsement.
APPOINTMENT OF NATIONAL TRUSTEE
RESOLUTION 2019 –

WHEREAS, in accordance with Article I, Section 3 of its Bylaws, the Board desires to appoint a National Trustee for a full three year term that will expire on May 14, 2022;

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees hereby appoints John P. Gainor to serve as a National Trustee for a term that will expire on May 14, 2022.
RESOLVED, that David Scholl be elected Chair of the Board of Trustees for the year beginning May 14, 2019, and ending May 13, 2020.
ELECTION OF VICE CHAIR
RESOLUTION No. 2019 –

RESOLVED, that Janelle Coleman be elected Vice Chair of the Board of Trustees for the year beginning May 14, 2018, and ending May 13, 2019.
AUTHORIZATION FOR CREATION OF A NEW UNIVERSITY AFFILIATE - OHIO RURAL HEALTH ASSOCIATION

RESOLUTION 2019 -

WHEREAS, the Board of Trustees has adopted the Policy on Affiliated Entities (Resolution 2015-3478) to regulate the establishment, management and oversight of business entities that are affiliated with the University, to ensure that they are created and operate in a manner consistent with the University’s mission, the founding documents of the entity, prudent and ethical business practices and Ohio law; and

WHEREAS, the President has recommended the establishment of a new affiliate, to be known as the Ohio Rural Health Association, that will provide networking opportunities, educational resources and health equity advocacy for rural Ohioans; and

WHEREAS, the proposal for Ohio Rural Health Association reflects a prudent business plan for accomplishing objectives that will advance the University’s mission, includes appropriate means for University oversight and is consistent with the Policy on Affiliated Entities.

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees hereby authorizes the establishment of the affiliated entity Ohio Rural Health Association (or similar name available for use by a corporate entity under state and federal law), and authorizes and directs the President and/or his designees to perform such actions and execute such documents as may be necessary or desirable to effect the establishment of this entity.

BE IT FURTHER RESOLVED that Ohio Rural Health Association is hereby directed to make annual and other periodic reports to the Board of Trustees in accordance with the Policy on Affiliated Entities.

BE IT FURTHER RESOLVED that the relationship between Ohio Rural Health Association and the University be memorialized in a memorandum of agreement and that the entity shall operate in accordance with that agreement.

BE IT FURTHER RESOLVED that the Board of Trustees hereby authorizes the President to nominate appropriate officers and employees of the University and others to serve as directors of Ohio Rural Health Association, with such University officers and employees representing the University in this capacity as part of their official duties and responsibilities to the University, entitling them to any immunity, indemnity, insurance and representation to which University officers and employees are entitled.
Interoffice Communication

Date: March 4, 2019

To: The President and Board of Trustees

From: Chaden Djalali, Executive Vice President and Provost
       Randy Leite, Dean, College of Health Sciences and Professions

Re: Ohio Rural Health Association

For almost two years, the Appalachian Rural Health Institute (ARHI) in the College of Health Sciences and Professions (CHSP) has been facilitating a statewide effort to create a nonprofit Ohio Rural Health Association (ORHA). Some financial support for this endeavor has come from the National Rural Health Association. In the course of this work ARHI has

- Documented an interest in and need for a state rural health association;
- Determined that affiliating ORHA with Ohio University will position the University as the leader in addressing rural health in the state;
- Laid significant groundwork for ORHA including drafting by-laws and collaborating with the Ohio Department of Health’s State Office of Rural Health; and
- Concluded that ORHA will need to affiliate with Ohio University in order for the organization to be established.

CHSP is requesting the Board to consider affiliating an Ohio Rural Health Association with Ohio University for a period not to exceed five years. Pursuant to the Board of Trustees Policy on Affiliated Entities (Resolution 2015-3478) the Board.

“…may approve the creation of an Affiliated Entity upon written recommendation from the President, which should address the proposed Affiliated Entity’s purpose and objectives, corporate and governance structure, scope of activities, budget and business plan, and associated risks.”

A summary of the Ohio Rural Health Association (A) and the draft bylaws (B) are attached.
Attachment A

Summary of the Ohio Rural Health Association

Purpose of the ORHA: Ohio Rural Health Association (ORHA) will provide networking opportunities, educational resources and health equity advocacy for rural Ohioans. Through the combined efforts of individuals, organizations, professionals, and community leaders, the Association is a collective voice for rural health issues and a conduit for information and resources.

ORHA specifically addresses the University’s initiatives for building a University engagement ecosystem and strengthening the University’s public service and outreach.

Background: The Appalachian Rural Health Institute (ARHI) has received three technical assistance grants from the National Rural Health Association to develop ORHA. Several hundred rural health professionals from all regions of Ohio have already been involved in creating a mission and vision for ORHA. More than 40 states have active Rural Health Associations. Despite repeated attempts over many years, Ohio has never been able to create such an Association.

Governance structure: ORHA will be a 501(c) (3) non-profit corporation. The Association's diverse constituency includes individuals, community representatives, organizations, corporations, students, and honorary members committed to supporting and providing leadership on rural health issues through communication, education and advocacy.

A Board of Directors will govern ORHA. The Board will consist of nine to thirteen voting members comprised of three individual members; three organizational or corporation members; and 3-7 at-large members. Our goal will be to ensure the board members represent the composition of the organization at large.

The Board of Directors will appoint an Executive Director to serve as the chief staff officer of the Association. During the affiliation period (five years), the Executive Director will be a University employee and will serve part-time in this position.

Activities of the ORHA: The goal is for ORHA to become a fully self-sustaining, independent nonprofit organization by the end of year five. The activities of the ORHA will include education, advocacy and networking. The objectives for the affiliation period are noted below.

<table>
<thead>
<tr>
<th>Year</th>
<th>Objectives</th>
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<tbody>
<tr>
<td>1</td>
<td>File paperwork with IRS for 501(c)(3) nonprofit status</td>
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<tr>
<td></td>
<td>Convene board and finalize governance documents</td>
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<td></td>
<td>Finalize strategic plan</td>
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<td>Develop promotional materials and a social media presence</td>
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<td>Recruit members, establish membership database, and begin collecting fees</td>
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<tr>
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<td>Work with State Office of Rural Health on annual rural health conference</td>
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<tr>
<td>2</td>
<td>Expand membership database</td>
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</table>
Assume more significant role in annual rural health conference
Create and convene committees

3
Expand membership database
Begin developing educational opportunities for members (online and in person)
Host the annual rural health conference

4
Expand membership database
Implement fee-based educational programs for members
Host the annual rural health conference

5
Expand membership database
Continue fee-based educational programs
Host annual rural health conference
Conduct five-year review of strategic plan

**Financial Support:** CHSP will provide financial support to incubate ORHA. We anticipate that financial support will diminish each year as the membership of ORHA grows and ORHA seeks other funding opportunities. It is anticipated that ORHA will be financially independent by the end of year three. The estimated for budget for the first year is $61,000. CHSP has allocated funds to support this endeavor.

**Benefits:** ORHA will benefit OHIO by establishing us as a leader in rural health in the state and solidifying a relationship with the State Office of Rural Health in the Ohio Department of Health and other rural health-focused organizations. It will also benefit faculty, researchers, and students who are engaged in addressing rural health issues by enhancing education and research opportunities. These issues are cross- and multi-disciplinary and include substance misuse disorder, environmental and public health, aging, and access to health care. As the state university in Appalachian Ohio, affiliating ORHA with OHIO further demonstrates a commitment to the region.

**Risks:** The success of ORHA depends on affiliating with OHIO for a defined time period. While establishing this affiliation incurs no long-term financial risk, failure of ORHA to build to a point of financial sustainability could reflect negatively on OHIO. It is critical that activities are documented on an annual basis and reports are filed with the BOT as required in the policy to affiliate.
Attachment B

Draft Bylaws of the Ohio Rural Health Association

June 27, 2018

ARTICLE I Name

Section 1. Name

The name of the corporation shall be the Ohio Rural Health Association (ORHA) herein after referred to as the Association.

Section 2. Purpose

The purpose of the Association shall be to provide networking opportunities, educational resources and to advocate for health equity for rural Ohioans.

Section 3. Mission

The mission of the Association is to enhance the health and well-being of the state’s rural citizens and communities. Through the combined efforts of individuals, organizations, professionals, and community leaders, the Association is a collective voice for rural health issues and a conduit for information and resources.

ARTICLE II Offices

The Association shall have and continuously maintain in the State of Ohio, a registered office, and a registered agent and the address of the registered office may be changed from time to time by the Board of Directors.

ARTICLE III Members

Section 1. Eligibility

The Association's diverse constituency shall be composed of individuals, community representatives, organizations, corporations, students, and honorary members interested in supporting and providing leadership on rural health issues through communication, education and advocacy.

Section 2. Definition of Membership Categories

A. Individual: Any individual not holding membership in another category (except Honorary)

B. Not for Profit Organization: Organizations which are approved by the Board of Directors and have the authority to identify five (5) members of their organization as individual members.

C. Corporations: Corporations which are approved by the Board of Directors and have the authority to identify five (5) members of their corporation as individual members.
D. Student: Person who is enrolled in secondary or post-secondary education.

E. Honorary: An individual designated by the Board of Director without voting privileges.

**Section 3. Voting Rights**

A. Each individual and student member in good standing shall be entitled to one vote on each matter submitted to a vote of the membership. Honorary members are not eligible to vote.

B. Each designated organizational and corporate member in good standing shall be entitled to one vote on each matter submitted to a vote of the membership.

**Section 4. Privileges**

Each individual, student member and designated organizational member, in good standing, may hold office, be eligible to be elected as a member of the Board of Directors, and serve on Association committees.

**Section 5. Term**

Membership shall follow the fiscal year of the association.

**Section 6. Dues**

The amount of membership dues shall be determined for all categories of membership by the Board of Directors.

**ARTICLE IV Meetings of Members**

**Section 1. Annual Meeting - General Membership**

An annual meeting of the Association membership will be held at a time and place to be determined by the Board of Directors.

**Section 2. Special Meetings - General Membership**

Special meetings of the membership of the Association may be called at any time by the president or a majority of the Board of Directors, or at the request of the membership upon receipt of a written request signed by at least ten (10) percent of the members of the Association. Notice of a special meeting, stating the purpose thereof, shall be provided by the president to all members.

**Section 3. Place of Meeting - General Membership**

The Board of Directors shall designate the location of all general membership meetings. Location can include electronic meeting options.

**Section 4. Quorum - General Membership Meetings**
For voting purposes a quorum shall be defined as the participation of at least 51% of the voting members.

Section 5. Action by Written or Electronic Ballot

Any vote, which may be taken at any annual or special meeting of members, including the election of the Board of Directors, first at the sole discretion of the President, be conducted by written or electronic ballot. In these circumstances the Association must deliver a ballot to every member entitled to vote on the matter. The written or electronic ballot shall set forth each proposed action and provide an opportunity to vote for or against each proposed action. The ballot must also specifically describe how ballots are to be submitted and the required timeframe for the submission of ballots.

ARTICLE V Officers and Executive Committee

Section 1. Officers

The officers shall be a president, president-elect, secretary, treasurer, and immediate past president.

Section 2. Eligibility

In order to be nominated for, or become an officer, an individual must be a member of the Association as defined in Article III. A candidate for the office of president-elect must be a current member of the Board of Directors.

Section 3. Officers' Term of Office

The term for each officer listed in Section 1 of Article VI is one (1) year. Officers may serve subsequent terms.

Section 4. Nomination and Election of Officers

A president-elect, secretary, and treasurer shall be proposed by the Nominating Committee and confirmed by the members of the Association, from among the membership.

Section 5. Officers’ Powers and Duties

The president, president-elect, secretary, treasurer, and immediate past president shall be a member of both the Executive Committee and the Board of Directors.

A. The president shall preside at all meetings of the members and of the Board of Directors. The president may execute, with the secretary, treasurer (or any other individual of the Association authorized by the Board of Directors), any deeds, mortgages, bonds, contracts, or other instruments which the Board of Directors has authorized.

B. The president-elect shall assist the president as presiding officer and shall perform all duties incident to the office of president-elect and other duties as may be prescribed by the Board of Directors or president. They shall oversee the work of committees. They shall chair Annual Conference Committee.
C. The secretary shall keep complete records of all proceedings of the Association, Executive Committee, and the Board of Directors; shall have custody of all records; shall notify all officers and committee members of their election or appointment; and shall perform all other duties as may be prescribed by the Board of Directors or president. The secretary shall not serve more than three (3) consecutive one (1) year terms. The secretary shall perform all duties incident to the office of secretary and other duties as may be prescribed by the Board of Directors or president.

D. The treasurer shall be responsible for overseeing all funds and securities of the Association; and assure that monies due and payable to the Association from any source whatsoever, are received, and receipted, and deposited in the name of the Association in such banks, trust companies or other depositories, and in general, perform all duties incident to the office of treasurer and such other duties as from time to time may be assigned by the president or by the Board of Directors. The treasurer will cause an annual, internal audit to be performed by the Finance Committee and assure adequate copies to be presented to the Board of Directors.

E. The immediate past president shall be the chairperson of the Nominating Committee.

Section 6. Executive Committee

The Executive Committee shall consist of the president, president-elect, secretary, treasurer, immediate past president, and one representative from Ohio University (as long as the Association maintain affiliation with Ohio University) and the director or representative of the State Office of Rural Health shall serve as ex-officio. They shall meet regularly and when requested by any member of the Executive Committee.

The purpose of the Executive Committee is to oversee the day-to-day activities of the organization and to make decisions which cannot be postponed until the regular meeting of the Board of Directors. The decisions of the Executive Committee must be reported to the Board of Directors.

Section 7. Vacancies

A. A vacancy in the office of president shall be filled automatically through succession in the following order: president-elect, secretary, treasurer.

B. A vacancy in the office of president-elect shall be filled by the Board in an interim position until the next annual meeting where the president-elect will be confirmed by the general membership.

C. A vacancy in the office of the secretary or treasurer shall be filled by the Board of Directors at their next meeting.

Section 8. Removal

Any officer may be suspended or removed by a two-thirds (2/3) vote of all Directors whenever the best interest of the Association will be served, Such a removal decision must be conducted in accordance with the established voting procedures of the Association and the consideration for removal is expressly included in advance of the vote.
ARTICLE VI Board of Directors

Section 1. Composition and Number

The corporate powers of this Association shall be vested in and exercised by or under the authority of a Board of Directors which consists of the officers and the elected board members. The Board of Directors shall have no fewer than nine (9) and no more than thirteen (13) voting members elected by the Membership.

The board shall be composed from the following member categories three (3) individual; three (3) organization or corporation; with the remainder of the board members elected at large. Consideration should be made to ensure the board members represent the composition of the organization at large.

Section 2. Eligibility

In order to be nominated for, or hold office on the Board of Directors, an individual must be a member of the Association as defined in Article III. No more than two (2) members of the Board of Directors may be affiliated with the same organization regardless of membership classification.

Section 3. Board Members' Term of Office

All members of the Board of Directors shall serve staggered two-year terms not to exceed three two-year terms in succession. Time served as an officer does not apply to board member’s term of office. The Board may make exceptions/exemption to Terms of Office in order to maintain succession of Officers.

Section 4. Nomination and Election of Board of Directors

The Nominating Committee will identify board representation needs according to geographic and categorical representation of the membership for the Ohio Rural Health Association (ORHA) Board of Directors.

Section 5. Board Members' Powers and Duties

Subject to any limitation in these bylaws, and the laws of the State of Ohio, the Board of Directors shall have the responsibility and authority to supervise and direct the activities and resources of the Association, and to conduct all business affairs of the Association in furtherance of its mission and purposes. Board members shall perform duties, including service on any committee of the board, in good faith and in a manner which the board member believes to be in the best interests of the Association.

Section 6. Conflict of Interest

All Board Members will be required to annually sign a Conflict of Interest Disclosure statement.

BOARD MEMBERS SHALL:

A. Keep a complete record of all minutes and acts, and present a full statement at the annual membership meeting of the general membership, showing in detail the condition and affairs of the Association.
B. Manage the affairs of the Association and report annually of its activities to the membership at the annual meeting.

C. Act as trustee for all property, real and personal, the Association may acquire.

D. Approve and authorize all unusual or extraordinary expenditures of Association funds.

E. Adopt the annual budget for the Association.

F. Adopt such rules as are necessary to conduct its affairs.

G. Establish committees and define their duties, except as otherwise provided in these bylaws.

H. Approve the appointment of official representatives and define their duties.

I. Authorize payment to staffing required by the officers in performance of official Association business. No member of the Association, receiving salary from the Association, may serve as a member of the board concurrent with the term of employment.

J. Elect or remove any officer, agent, or employee of the Association; prescribe such powers and duties for them as may be consistent with the law of the State of Ohio, these bylaws; fix their compensation, if any; and may provide a bond for faithful performance.

K. Employ staff; fix their compensation; and define their duties.

L. Act on business not otherwise provided for by these bylaws.

M. Fill vacancies consistent with the intent of the bylaws.

N. In its discretion, honorary membership to the Association may be granted by the Board of Directors and shall have all rights and privileges of membership, except voting and holding office, with no dues.

Section 6. Regular Meetings

Regular Meetings of the board shall be held at least quarterly and at a time determined by the board. All regular, special, or committee meetings of the board are open meeting. The Board may call an executive session at its discretion.

Section 7. Special Meetings

Special Meetings of the Board of Directors may be called by the president or a majority of the members of the board at least five (5) days in advance. Notice of a special meeting, stating the purpose thereof, shall be provided to each board member and committee chair personally, verbally, or by mail, or telecommunications.
A. Action Without Meeting. Any action required to be taken at a meeting of the Board of Directors of the Association or any other action which may be taken at a meeting of the Board of Directors, may be taken without meeting if consent is given in writing or by email, setting forth the action so taken, shall be approved by all of the Board of Directors entitled to vote with respect to subject matter thereof.

B. Attendance by Telecommunications. Board members may participate in up to 50% of regular board meetings through the use of a teleconference, videoconference, or other means of communication by which all persons participating in the meeting can communicate with each other and such participation in a meeting shall constitute presence in person at the meeting.

Section 8. Vacancy/Removal from Board of Directors

Any member of the Board of Directors missing two unexcused meetings annually may be removed from the Board, unless a majority of the remaining Board votes to excuse the absences and continue the term of that Director.

If such resignation is not received prior to the next consecutive absence, the board may declare the position vacant. Any vacancy may be filled through appointment by the president for the remainder of the term of the vacated position.

Section 9. Quorum

A majority of the Board of Directors shall constitute a quorum for the purpose of conducting Association business. If an action is taken without meeting, participation from all Board of Directors will constitute a quorum. The act of a majority of the board members at which a quorum is present shall be the act of the Board of Directors, unless the act of a greater number is required by statute, these bylaws.

Section 10. Compensation

Members of the Board of Directors shall receive no compensation for their services, but may, as determined by board policy, receive reimbursement for such reasonable expenses as may be necessary pursuant to the business of the Association.

ARTICLE VII Executive Director Section

1. Executive Director

Contracting with an Executive Director shall be approved by the Board of Directors. The Executive Director shall serve as the chief staff officer of the Association and shall be compensated for his/her services as provided for in the budget. The Executive Director shall serve at the pleasure of the Board of Directors, subject to applicable state and federal regulations and procedures.

Section 2. Duties

The Executive Director shall perform any and all duties and assume all such responsibilities of the office.
as directed by the Board of Directors. The Executive Director shall carry out the directives of the Board and shall be responsible to the Board of Directors for conducting the day-to-day affairs of Association, as outlined in writing by the Board of Directors.

ARTICLE VIII Representatives

Section 1. National Rural Health Association

The president of the Ohio Rural Health Association shall recommend to the Board of Directors up to two (2) representatives in good standing to serve on the National Rural Health Association's State Association Council. The board-approved representatives shall serve for two (2) years with staggered terms.

Section 2. Other Representatives

The Board of Directors shall decide to which other organizations the Association shall send representatives and prescribe the qualifications for each representative.

Section 3. Appointments

The president shall have the authority to appoint members in good standing as the official representatives of the Association to other organizations. The term of appointment shall run concurrently with that of the president.

ARTICLE IX Committees

Section 1. Committee Chairperson Powers and Duties

The committee chairperson shall be responsible for overseeing the activities of the committee and be responsible for:

A. Appointment of a vice chairperson or subcommittees as needed.

B. Reporting to the president-elect regularly on the progress of the committee.

C. Assuring that minutes are recorded.

D. Being prepared to report committee activities at regular board meetings (in person or by written report.)

E. Briefly summarizing activities for the past year for presentation at the annual meeting.

Section 2. Committees of the Association

The following committees shall serve as standing committees of the Association. The president shall approve all committees except the Nominating Committee. The president and president-elect shall serve as ex-officio on all standing committees.
A. NOMINATING COMMITTEE

The Nominating Committee shall be elected annually by the Board of Directors and be responsible for identifying persons qualified to serve as officers and Board of Directors of the Association. There shall be a Nominating Committee comprised of five (5) members with terms of one (1) year duration. The Chair of the Nominating Committee shall be the past president of the Association.

The Nominating Committee shall be responsible for identifying persons qualified for, and interested in, becoming board members.

B. MEMBERSHIP COMMITTEE

The Membership Committee shall be responsible for marketing the Association in the recruitment and retention of members.

C. ANNUAL CONFERENCE COMMITTEE

The chairperson (president-elect) of the annual meeting shall recommend any subcommittee chairpersons to the Board of Directors. The Annual Conference Committee will oversee the planning of the annual conference.

D. FINANCE COMMITTEE

To track all revenues and expenditures of the Association, develop an operational budget, conduct an annual internal audit and report to the Association. The treasurer shall serve as chair of this committee.

E. LEGISLATIVE COMMITTEE

The Legislative Committee will report at the annual meeting on legislation that impacts rural health issues and presents a legislative agenda for consideration by the Board. The legislative committee functions in support of the mission of the Association.

F. STUDENT ENGAGEMENT COMMITTEE

The responsibilities of this committee shall be to promote the interest and involvement of students in Ohio with a concern for health care in rural Ohio.

G. COMMUNICATIONS AND EDUCATION COMMITTEE

The Communications and Education Committees shall be responsible for improving community relations by disseminating information to the Board and Membership, as well as statewide partners, regarding Association activities; developing media and promotional materials for the Association; providing oversight to website and newsletter content; and assisting the Executive Director in organizing educational events (other than the annual conference) with participation of Association members and other statewide partners.

H. FINANCIAL DEVELOPMENT COMMITTEE
Identify and cultivate relationships with potential funders to ensure financial sustainability of the Association. Organize fundraising events.

H. AD HOC and WORKING COMMITTEES

The president shall establish such working or ad hoc committees as are needed to conduct the business of the Association.

Section 3. Term of Office

Each member of a committee shall serve for at least two years at the discretion of the President.

Section 4. Vacancies

Vacancies in the membership of any committee may be filled by appointments made in the same manner as provided in the case of the original appointments.

Section 5. Rules

Each committee shall adopt rules for its own governance not inconsistent with these bylaws or with rules adopted by the Board of Directors.

ARTICLE X Contracts, Checks, Deposits and Funds

Section 1. Contracts

The Board of Directors may authorize any officer or officers, agent or agents of the Association to enter into any contract and execute and deliver any instrument in the name or on behalf of the Association within the provisions of these bylaws. Such authority may be general or may be confined to a specific instance or transaction.

Section 2. Expenses

All expenses shall be authorized by an Officer or a designated agent of the Board.

Section 3. Deposits

All funds of the Association shall be handled in a manner consistent with Generally Accepted Accounting Principles (GAAP) principles.

Section 4. Revenue

The Board of Directors may accept in the name of, and on behalf of the Association, any contribution, gift, grant, contract bequest or device for any purpose of the Association. Any revenue generated by the Association shall become the property of the Association and shall be deposited accordingly. All gifts will be accepted within boundaries of the appropriate ethics as established by the Board of Directors.
Section 5. Bonding

All officers and other persons authorized to handle or disburse the funds of the Association may, at the discretion of the Board of Directors, be bonded at the expense of the Association in such amount as the Board of Directors may determine to be adequate for the protection of the Association.

Section 6. Loans

No loans shall be made by the Association to its board members or officers.

ARTICLE XI Books and Records

Section 1. Responsibility

The treasurer shall be responsible for assuring that correct and complete financial books and records of the Association are maintained. The secretary shall be responsible for assuring that correct and complete non-financial books and records of the Association are maintained.

The Association will keep a complete record of proceedings of meetings of the Board of Directors and all committees. The Board of Directors shall be responsible for assuring the accuracy of all records.

Section 2. Fiscal Year

The fiscal year of the Association shall be July 1 through June 30.

The “organizational year,” which includes the term for officers and board of directors, shall be the election day of one annual meeting until the election day of the next annual meeting.

ARTICLE XII Indemnification and Limitation on Director's Liability

Section 1.

Each person who is or was a member, director, trustee, or officer of the Association, whether elected or appointed, and each person who is or was serving at the request of the Association as a member, director, trustee, or officer of another corporation, whether elected or appointed, including the heirs, executors, administrators, or estate of any such person, shall be indemnified by the Association to the full amount against any liability, and the reasonable cost of expense (including attorney fees, monetary or other judgments, fines, excise taxes, or penalties and amounts paid or to be paid in settlement) incurred by such person in such person's capacity as a member, director, trustee, officer, or employee or arising out of such person's status as a member, director, trustee, officer, or employee; provided, however, no such person shall be indemnified against any such liability, cost, or expense incurred in connection with any action, suit, or proceeding in which such person shall have been adjudged liable on the basis that personal benefit was improperly received by such person, or if such indemnification would be prohibited by law. Such
right of indemnification shall be a contract right and shall include the right to be paid by the Association the reasonable expenses incurred in defending any threatened or pending action, suit, or proceeding in advance of its final disposition; provided, however, that such advance payment of expenses shall be made only after delivery to the Association of an undertaking by or on behalf of such person to repay all amounts so advanced if it shall be determined that such person is not entitled to such indemnification. Any repeal or modification of this article shall not affect any rights or obligations then existing. If any indemnification payment required by this article is not paid by the Association within 90 days after a written claim has been received by the Association, the member, director, trustee, officer, or employee may at any time thereafter bring suit against the Association to recover the unpaid amount and, if successful in whole or in part, such person shall be entitled to be paid also the expense of prosecuting such claim. The Association may maintain insurance, at its own expense. The indemnification provided by this article shall not be deemed exclusive of any other rights which those seeking indemnification may have or hereafter acquire under any bylaw, agreement, statute, vote of members or board of directors, or otherwise. If this article or any portion thereof shall be invalidated on any ground by any court of competent jurisdiction, then the Association shall nevertheless indemnify each such person to the full extent permitted by any applicable portion of this article that shall not have been invalidated or by any other applicable law.

Section 2

No Board of Director shall be personally liable to the Association for monetary damages for breach of his or her duties as a director except for liability: a) For any transaction in which the director's personal financial interest is in conflict with the financial interests of the Association; b) For acts or omissions not in good faith or which involve misconduct or are known to the Board of Director to be a violation of law; or c) For any transaction from which the Board of Director derives an improper personal benefit. If the Ohio Revised Statutes are amended after approval of this article to authorize corporate action further eliminating or limiting the personal liability of directors, then the liability of a Board of Director of the Association shall be deemed to be eliminated or limited by this provision to the fullest extent then permitted by the Ohio Revised Statutes, as so amended. Any repeal or modification of this article shall not adversely affect any right or protection of a Board of Director of the Association existing at the time of such repeal or modification.

ARTICLE XIII Dissolution

Section 1

In the event of dissolution of the Association, any of its assets not required by law or by conditions imposed by the donor to be otherwise applied or distributed shall be distributed as the Executive Committee may direct to one or more organizations organized and operated exclusively for the purposes described in Sections 501 (c) (1), (c) (3), (c) (4), or (c) (6) of the Internal Revenue Code of 1986 or their successors.

ARTICLE XIV Waiver of Notice
Section 1

Whenever any notice is required to be given under the provisions of applicable statutes, bylaws or Articles of Incorporation, a waiver thereof in writing signed by the person or persons entitled to such notice whether before or after the time stated there in, shall be deemed equivalent to the giving of such notice. Signing an approval of any minutes or resolution of any meeting of the board shall be deemed a waiver of notice thereof. Audio tapes of telephoned waivers shall be deemed a valid waiver of notice thereof.

ARTICLE XV Amendments

Section 1

Every third year the Board of Directors will oversee a review of the bylaws of the Association and recommend changes and additions to the Membership. The membership of the Association by affirmative vote of two-thirds (2/3) of the members present, may alter, amend, or revoke the bylaws at any general or special membership meeting of the Association, providing that written notice shall be given to all members at least thirty (30) days prior to any action being taken.

KNOW ALL PERSONS BY THESE PRESENT, that the foregoing bylaws were adopted as the bylaws of the Association by resolution of the Board of Directors, and ratified by the membership of the Association at its annual meeting in _______.

Interoffice Communication

Date: March 4, 2019

To: The President and Board of Trustees

From: Deborah J. Shaffer, Vice President Finance & Administration, CFO and Treasurer
       Colleen Bendl, Chief Human Resources Officer

Re: University Human Resources Annual Report 2018-2019

This past year was a very productive year for the University’s Human Resources Office. As the attached report will show, the office continues to move aggressively forward with the Professional Development Pathways employee training initiative in collaboration with the Office of Instructional Innovation while at the same time continuing several critical projects related to Performance Management, the required DOE biennial equity review, creation of the Benefits Investment Committee and responding to operational changes required as a result of the Tax Reform Act of 2017. The office, through an RFP process engaged USI, a benefit consultant to identify ways to achieve cost savings in our health benefit plans while continuing to provide cost effective benefit offerings for the employees.

Fiscal Year 2019-20 promises to be just as productive with a focus on new systems implementations and development of additional certifications for the employee professional development program. Additionally, the office will continue its work with performance management and employee benefits administration in order to support the University’s total compensation philosophy. The office’s priorities in the coming year include:

- ongoing collaboration with colleges and planning units through Partner Groups
- ongoing compliance with regulatory policies
- continue to support our long-term goal of having a robust, sustainable professional development and certification program

The attached report also provides a number of key data elements that the Human Resources office monitors annually. They are key indicators of activity, but also office performance which is an essential part of the value UHR provides to the campus community. I trust you will find the report of interest and look forward to presenting key accomplishments at the March Board meeting.
In accordance with the August 29, 2011 Resolution Agreement the University signed with the U.S. Department of Education, Office of Civil Rights (OCR), the University engaged Mercer to conduct the second biennial equity review of our compensation practices. As you may recall, the OCR Resolution Agreement required a biennial review of administrative and non-bargaining unit classified employees’ compensation to verify that compensation had been determined on a non-discriminatory basis as defined by Title IX of the Education Amendments Act of 1972 and to promptly remedy any risks identified. Thus, the objective of the review was to enable Ohio University to manage pay differences of administrative and classified non-bargaining employees through a process that is accurate, proactive, and defensible and to build the foundation for a sustainable process for ongoing pay equity management. The project allows Ohio University to address compliance requirements, minimize potential exposure, efficiently identify and rectify potential pay equity situations, and to effectively respond to potential allegations of pay inequity.

Our compensation philosophy includes a due diligence process that includes a regular look at differences in pay across the University leveraging a rigorous statistical approach to ensure that compensation is determined on a non-discriminatory basis.

The final report found the following areas in need of remediation:

- Forty-four employees are considered significant negative outliers. These employees have statistically significant gaps between their predicted pay and actual pay.
- 3 “identified risk groups”, defined as follows:
  - Groups: segments of employees with similar characteristics (e.g. planning unit, pay grade, job family)
  - Identified Risks: Having a higher level of pay disparity when comparing gender and ethnicity

In order to remediate the above, we have proposed making minimum adjustments to the negative outlier employees and the identified risk groups. This would have a budgetary impact of $55,456.

These adjustments reflect our regular biennial internal equity review that is a critical component of the university’s overall compensation philosophy. Pay equity will continue to be reviewed, and adjusted as warranted, on a biennial basis with the assistance of a third-party expert.
5-Year Compensation Market Study 2019

In the effort to maintain competitive compensation levels based on comparisons to appropriate external labor markets, Compensation has issued an RFP to engage a partner to conduct a complete market study by mid to late 2019. Our existing benchmarks will be reviewed, new benchmarks may be identified, and current market rates against our pay grades will be analyzed. Assigned pay grades for particular jobs on campus may be adjusted during this time, but it is not assumed that pay increases will be warranted unless an individual is below the minimum of a new pay grade. Additionally, our Pay Administration Guidelines and compensation practices will be reviewed against best practices and updated as needed.

Please see Exhibit A for Compensation Graphs and Metrics

Benefits

Benefits Advisory Council
The Benefits Advisory Council (BAC) continues working on its charge of analyzing and making recommendations related to university benefit plan designs in conformance with the guiding principles and strategies set by the Total Compensation Committee under the direction of the President.

As a result of BAC recommended changes, the university has reduced its costs by approximately $2.4 million over fiscal years 2016, 2017, and 2018, and its health plans are on target to avoid the “Cadillac Plan Tax” included in the Patient Protections and Affordable Care Act (ACA) through at least the year 2022.

Health and Welfare benefits costs increased by 0.6% in FY2018, which was within the university’s goal of maintaining the annual increase in health and welfare costs at no more than 5% annually. Medical and prescription drug claims were less than projected with a reduction in the total number of covered employees as a major factor.

Changes to the university benefit plan continue to be informed with higher education and industry benchmarks (See benchmarking charts in Exhibit B). Our consulting agreement with USI will provide additional expertise in evaluating our current benefit plan and programs and allow us to develop a strategic plan inclusive of

- insurance plans cost, coverage, and administration
- worksite health promotion initiatives, third party care management opportunities
- leveraging university resources to improve wellness and care management programs and outcomes

Retirement Plan Review
The types of retirement plans and number of vendors offered under each plan are governed by the Ohio Revised Code (ORC). Legislative changes in 2012 and 2014 provided opportunities for the university to selectively reduce the number of retirement plan vendors for the Alternative
Retirement Plan (ARP) and for the 403(b) Tax Sheltered Annuity plan. Prior to legislative changes, the university was required to contract with all ARP vendors certified by the Ohio Department of Higher Education and was required to contract with any 403(b) vendor who could enroll 1% of full time employees. This resulted in the university having as many as 9 different ARP vendors and 9 different 403(b) vendors.

The university has participated in an IUC project to review and rank current ARP vendors and 403(b) vendors. Through that process, the university can now reduce the number of ARP vendors to a minimum of 4, and reduce the number of 403(b) vendors to a minimum of 4.

The university, via a partnership with IUC, has contracted with Cammack to

- Form a retirement plan oversight committee.
- Create an investment policy statement,
- Commence a review of all retirement plan vendors including their investment lineups and pricing.
- Begin tracking retirement plan vendor performance,
- Determine whether to recommend reducing the number of retirement plan vendors for the ARP, 403(b), and 457(b) plans.

The initial meeting for the committee is scheduled in March 2019.

**Student Health Insurance Plan Review**

The Benefits Office is assisting the Vice President for Student Affairs’ review of the student health insurance plan. A committee was formed to review cost, coverage, and eligibility requirements of the plan and to work with the current insurance carrier, United Healthcare, and recommend options to mitigate the rising cost of such programs. Student Senate and Graduate Student Senate are represented on the committee. Initial recommendations are scheduled for early Spring Semester 2019.

**Affordable Care Act**

The Benefits office continues to closely monitor the status of the Affordable Care Act and strives to comply with Affordable Care Act regulations regarding minimum essential coverage, minimum value/cost, employee eligibility, and annual reporting requirements. Regarding benefits eligibility, the university currently uses in-house reporting to monitor the workload of approximately 9,000 variable hour faculty, staff, and students and comply with regulations regarding offering benefits to any employee with a workload greater than or equal to thirty hours per week over our 12-month standard measurement period. The university also uses in-house Oracle functionality to distribute required 1095-C documents to faculty and staff enrolled in benefits and submission of such data to the IRS. The university distributed over 4,500 such forms to faculty and staff in 2018.

Please see Exhibit B for Employee Benefits Graphs and Metrics
Employee and Labor Relations

Ohio Revised Code Chapter 4117 affords certain public employees the right to collectively join an employee organization to engage in concerted activities for the purpose of collective bargaining on matters related to wages, hours, and terms and conditions of their employment. In accordance with the Ohio Revised Code, Ohio University acknowledges three separate employee groups that have received approval and recognition by the State Employee Relations Board to be represented by an employee organization for the purposes of collective bargaining: American Federation of State, County and Municipal Employees (AFSCME), Ohio Council 8, Local 1699; Fraternal Order of Police, Ohio Labor Council, Officers (Blue Unit); and, Fraternal Order of Police, Ohio Labor Council, Lieutenants (Gold Unit).

<table>
<thead>
<tr>
<th>Collective Bargaining Unit</th>
<th>Members</th>
<th>Contract Term</th>
<th>Grievances Filed</th>
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<tbody>
<tr>
<td></td>
<td>(as of SERB report dated 01/29/19)</td>
<td></td>
<td>2015</td>
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<tr>
<td>AFSCME</td>
<td>606</td>
<td>March 1, 2017 to March 1, 2020</td>
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<tr>
<td>FOP, Officers (Blue Unit)</td>
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<td>July 1, 2018 to June 30, 2021</td>
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<tr>
<td>FOP, Lieutenants (Gold Unit)</td>
<td>4</td>
<td>April 1, 2018 to June 30, 2019</td>
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</table>

Talent Management

Development of Strategic Recruitment Practice to Drive Diversity and Inclusion

University Human Resources continues the development of recruitment practices supportive of the President’s Strategic Pathway in becoming a national leader in diversity and inclusion.

In close collaboration with the Office of the Vice President for Diversity and Inclusion, Equity and Civil Rights Compliance, and the Office of the Provost, several new initiatives are being developed and piloted to enhance OHIO’s recruitment strategy and practice. Building upon the success of UHR’s search committee trainings designed to promote inclusion and combat implicit bias, a pilot with the College of Fine Arts is underway to include Diversity Advocates in key searches. In addition to existing training, these Diversity Advocates will also be trained in bystander intervention, provided by Diversity and Inclusion, in an effort to promote inclusive practices and challenge implicit biases during searches. The pilot with the College of Fine Arts will provide opportunities to test and refine this strategy before rolling out this initiative in a broad scale across our campuses.
UHR’s work with D&I, Equity and Civil Rights Compliance (ECRC), and the Provost’s Office is also investigating ways to utilize demographic data captured in Affirmative Action planning and reporting to help colleges and non-academic units better understand where traditionally underrepresented groups are being under-utilized in our workforce. With this understanding, leaders will be equipped to strategically prioritize funding and efforts in active outreach to recruitment of these groups.

Finally, the notion of Cluster Hiring for faculty is being actively studied to understand how this concept could create cross-campus collaboration in areas of research, diversification of faculty hires, and more inclusive and effective retention efforts of diverse faculty. UHR, D&I, ECRC and the Provost’s Office will work closely to understand how this approach has worked at other institutions and tailor an approach that will work for OHIO.

**Selection and Implementation of Preferred Vendor for Staffing Services**

In response the Governor’s mandate to utilize preferred vendors, UHR identified temporary staffing services as a key opportunity to realize considerable savings and create efficiencies across all of our campuses. Previously, temporary staffing services were procured in a decentralized manner, utilizing a variety of providers across our campuses with varying standards of service and costs.

UHR worked closely with cross-campus representatives via the Employee Services Partner Group in an extensive RFP process that garnered 18 responses. Upon completion of the iterative and competitive process, InGenesis, Inc. was awarded a contract to provide temporary staffing services to all of OHIO’s campuses. InGenesis, one of the nation’s largest woman/minority owned staffing firms, provides services utilizing cutting-edge technology. InGenesis became the university-preferred vendor for staffing services on October 15, 2018.

**Continuation of Performance Management Rollout and Pay for Performance for All Staff**

Currently in Phase 2 of a 3-phased rollout, UHR has made considerable progress implementing a unified performance management system for all staff at OHIO.

Phase 1, which included the design and pilot of the new system with administrative employees concluded in November 2017. At that time, HR Liaisons began tailoring transition plans with each of the planning units. By June 2019, all planning units will have been transitioned to the new system which includes training for supervisors and non-supervisors. At this time, all staff members will have set goals, completed a series of check-ins with their supervisors, and will have received a performance appraisal utilizing the new system.

During Phase 2, UHR is working closely with Classified Senate to ensure that the system is effective and accurate in terms of driving and measuring performance for classified staff. The Classified Senate working group is providing invaluable feedback that is being utilized to refine the system.
Phase 3 will begin in July 2019. During this phase, OHIO will offer merit-based increases or Pay-for-Performance for the first time to classified staff. Performance appraisals from the 2019 cycle will be utilized to inform such merit based increases for both administrative and classified staff that will go into effect July 2020. During this phase, UHR will also work closely with the Office of Information Technology to identify technology solutions to move the performance management system from a paper to an electronic process.

Professional Development Pathways

Professional Development Pathways” (PDP) is a competency-based professional development program that was created to address training and development needs identified by employee focus groups and clarified by a cross-functional “Badging and Certification” workgroup of 25 employees selected by leadership teams from university planning units. The purpose of PDP is to:

- Create and facilitate ongoing interest and participation in professional development
- Offer learning experiences that support Ohio University’s competency model
- Focus development on shared needs identified by university employees and planning units
- Improve access to effective, interactive, and ADA compliant learning experiences

The Professional Development Pathways initiative kicked-off in January 2018 and is being developed in three phases:

- Phase 1 – Create program framework and introduce the first certificate program
- Phase 2 – Build infrastructure to support professional development and learning culture
- Phase 3 – Develop certificate content to support three new certificates per year

Phase 1 began in January 2018 and was completed with the launch of the first two PDP certificate programs in August 2018. During this phase, the structure for creating and accumulating “badges” in order to earn a certificate was established, and the Blackboard Learning Management System, currently used to track and support academic courses, was configured to deliver training materials, track participation, and issue badges for the completion of learning experiences for staff development. A website for professional development was established, and on-line registration tools were created to make it easy for employees to sign up for PDP learning experiences. Two new certificate programs, “Accounting” and “Purchasing”, were
created in order to build functional expertise for many employees who have, or desire to have, accounting and purchasing related responsibilities at Ohio University. Since then, almost 700 university employees have registered for at least one of 13 instructor-led or e-learning classes that are currently offered through PDP.

Phase 2 began in May 2018 and is focused on developing tools, processes and infrastructure to provide ongoing support for professional development and assist in building a learning culture for university staff. Following a successful launch of the first two certificate programs with support from the Office of Change Management and Communication, University Human Resources began partnering with Ohio University’s Office of Instructional Innovation to develop courses for the Professional Development Pathways program. This partnership will help achieve the goal of “improving access to effective, interactive, and ADA compliant learning experiences” by ensuring that PDP courses are developed using the same innovative techniques and rigorous instructional design processes that are used to develop academic courses. UHR and OII are piloting this relationship by developing an “HR Operations” certificate which will be the third certificate focused on building functional expertise for university employees.

Progress and effectiveness of the PDP program will be reviewed periodically by a panel of senior leaders, and a Training Advisory Council made up of a cross-section of university employees will continue to provide input and guidance on the creation and prioritization of learning content. Policies related to professional development are being reviewed in order to clarify and reaffirm the university’s support for professional development, and in October, 2018, Professional Development Pathways received recognition and funding in support of President Nellis’ Strategic Pathways Initiative. This funding provides access to “off-the-shelf” e-learning courses and micro-learning tools that will address a wide variety of professional development needs over the next three years.

Phase 3 began in January 2019 and will span a three year period through fall 2021. During this time, blended learning content consisting of instructor-led courses, e-learning courses, micro-learning tools, and peer learning networks will be created to support the development of 8-10 new certificate programs that were recommended by the Badging and Certification workgroup. Certificates in relationship-building, supervisory skills, personal productivity, customer service, and operational leadership, depicted below are included in the PDP roadmap. The “operational leadership” certificate will be linked to a revised senior leadership development program that will be piloted in the fall of 2019.
Senior Leadership Development Program (SLDP)
Ohio University’s Senior Leadership Development program will be redesigned in 2019 to meet the needs of a broader segment of current and future leaders while significantly reducing costs and participant time commitments. The new format will be streamlined to include four core courses on topics rated as “most useful” by past SLDP participants. These courses will be offered as part of a new cohort-based leadership development program and as general course offerings through the Professional Development Pathways program. The cohort-based program will also include self-awareness assessments, small group discussions, e-learning exercises and additional programming focused on team effectiveness. This approach makes the most useful courses from past SLDP programs widely available to leaders at all levels while continuing to offer a streamlined, cost-sensitive, cohort-based program to selected participants on an annual basis.
Exhibit A – Compensation Graphs and Metrics

Salary Summary

Total Salaries by Job Category

The following salary summary table provides comparative salary information by employee categories for FY11 - FY18, as well as the forecasted salaries for FY18 and budgeted salaries for FY19.

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty Salaries</td>
<td>$113.1</td>
<td>$114.6</td>
<td>$124.6</td>
<td>$124.7</td>
<td>$133.6</td>
<td>$136.4</td>
<td>$143.7</td>
<td>$144.6</td>
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<td>$2.1</td>
<td>$147.3</td>
<td></td>
<td>3.0%</td>
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<tr>
<td>Administrative Salaries</td>
<td>87.8</td>
<td>87.5</td>
<td>94.0</td>
<td>102.2</td>
<td>107.8</td>
<td>111.8</td>
<td>117.5</td>
<td>128.5</td>
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<td>1.8</td>
<td>129.7</td>
<td></td>
<td>7.1%</td>
</tr>
<tr>
<td>Classified NBU Wages</td>
<td>27.8</td>
<td>28.4</td>
<td>27.7</td>
<td>29.4</td>
<td>30.0</td>
<td>32.5</td>
<td>35.1</td>
<td>34.8</td>
<td>29.6</td>
<td>0.4</td>
<td>25.4</td>
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<td>0.5%</td>
</tr>
<tr>
<td>Union Wages</td>
<td>16.2</td>
<td>16.9</td>
<td>16.2</td>
<td>16.4</td>
<td>16.7</td>
<td>19.4</td>
<td>20.4</td>
<td>25.0</td>
<td>26.3</td>
<td>0.4</td>
<td>26.4</td>
<td></td>
<td>0.4%</td>
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<tr>
<td>Graduate Student Wages</td>
<td>19.4</td>
<td>19.1</td>
<td>21.0</td>
<td>20.1</td>
<td>21.1</td>
<td>21.5</td>
<td>22.6</td>
<td>21.3</td>
<td>23.1</td>
<td>0.0</td>
<td>22.2</td>
<td></td>
<td>-3.7%</td>
</tr>
<tr>
<td>Student Wages</td>
<td>14.6</td>
<td>15.3</td>
<td>16.0</td>
<td>16.1</td>
<td>17.7</td>
<td>18.4</td>
<td>19.1</td>
<td>17.9</td>
<td>18.4</td>
<td>0.0</td>
<td>18.3</td>
<td></td>
<td>-0.8%</td>
</tr>
<tr>
<td>Other Compensation*</td>
<td>2.6</td>
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<td>5.3</td>
<td>3.3</td>
<td>3.6</td>
<td>3.8</td>
<td>3.9</td>
<td>5.4</td>
<td>0.0</td>
<td>2.9</td>
<td>37.2</td>
<td></td>
<td>-82.0%</td>
</tr>
</tbody>
</table>

Grand Total: $281.5 $285.1 $304.7 $311.9 $333.0 $346.5 $361.7 $370.0 $361.8 $4.7 $372.3

*Other Compensation includes: Employee cash awards, allowances, including auto, broadband, uniform, and housing; increase in FY18 forecast driven by Early Retirement Incentive Program (ERIP) offered on Regional Campuses.

Note: All prior years recasted under CoA mapping; variation from previous version due primarily to Other Compensation (Employer Provided Lodging and Relocation Expenses) that used to map to non-salaries rollups; based on limitations with the pre-2018 account structure, FY2011 Actuals through FY2018 Budget reflects Classified NBU and Union Overtime and Other Compensation as part of the Classified NBU Wages category.

The $129.9M reported for 2018/2019 for Administrators includes part-time administrative staff positions converted from Group III in 2016. Salary for these positions were not included in previous years' data. Group III Faculty salaries are not included in Faculty salary data.

FY19 Budget - Total Salaries and Wages - Excluding Benefits

(in millions)

Source: Budget Book 2018-2019

- Faculty Salaries
- Administrative Salaries
- Classified NBU Wages
- Union Wages
- Graduate Student Wages
- Student Wages
- Other Compensation
Exhibit A – Compensation Graphs and Metrics

**Total Compensation as a Percent of Revenues**

- **FY2015**: $745.8, 57.88%
- **FY2016**: $762.7, 60.77%
- **FY2017**: $875.1, 58.90%
- **FY2018 Budget**: $817.8, 60.25%
- **FY2018 Forecast**: $830.5, 57.51%
- **FY2019 Budget**: $811.0, 60.94%

**Fiscal Year**
- Total Compensation as a Percent of Revenues
  - Revenues
  - Total Compensation
  - Total Compensation as a Percent of Revenues

**Total Compensation as a Percent of Expenses**

- **FY2015**: $697.2, 61.92%
- **FY2016**: $747.1, 62.04%
- **FY2017**: $805.7, 63.97%
- **FY2018 Budget**: $764.5, 64.45%
- **FY2018 Forecast**: $752.2, 63.49%
- **FY2019 Budget**: $770.1, 64.17%

**Fiscal Year**
- Total Compensation as a Percent of Expenses
  - Expenses
  - Total Compensation
  - Total Compensation as a Percent of Revenues
Exhibit B – Benefit Graphs and Metrics

Health and Welfare Benefit Costs – All Plans

<table>
<thead>
<tr>
<th></th>
<th>FY17</th>
<th>FY18</th>
<th>FY19 Budget</th>
<th>FY19 Re-projection</th>
<th>FY20</th>
<th>FY21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Expenditures</td>
<td>63,059,102</td>
<td>63,804,345</td>
<td>68,238,000</td>
<td>66,856,500</td>
<td>70,821,760</td>
<td>74,395,405</td>
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<tr>
<td>Use of Reserves</td>
<td></td>
<td></td>
<td>(969,450)</td>
<td>(0)</td>
<td>(0)</td>
<td>(0)</td>
</tr>
<tr>
<td>Total Employee Premiums</td>
<td>(12,566,615)</td>
<td>(13,013,815)</td>
<td>(13,908,600)</td>
<td>(13,425,000)</td>
<td>(14,871,027)</td>
<td>(15,490,339)</td>
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<tr>
<td>Net University Expenditures</td>
<td>50,492,487</td>
<td>50,790,530</td>
<td>53,359,950</td>
<td>53,431,500</td>
<td>55,950,733</td>
<td>58,905,066</td>
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<tr>
<td>$ Increase</td>
<td>1,793,900</td>
<td>298,043</td>
<td>2,569,420</td>
<td>2,640,970</td>
<td>2,519,233</td>
<td>2,954,333</td>
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<tr>
<td>% Increase</td>
<td>3.7%</td>
<td>0.6%</td>
<td>5.0%</td>
<td>5.0%</td>
<td>4.7%</td>
<td>5.2%</td>
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</tbody>
</table>

Health & Welfare Benefits Cost Per Employee

Healthy Ohio (Wellness Program) Participation
Exhibit B – Benefit Graphs and Metrics

Source: OBIE census reports. Average enrollment.
*The HMO Plan offered at the Eastern Campus only was discontinued effective 07/01/2017.

Benefits Enrollments and Changes FY2018

*Does not include open enrollment changes.
**This chart reflects the amount of “life events” that result in potential changes to employee benefits including new hires, terminations, etc.
Exhibit B – Benefit Graphs and Metrics

Benefits Advisory Committee PPO Plan Design Recommendations
(Faculty and Staff PPO Plan)

<table>
<thead>
<tr>
<th></th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
<th>FY21</th>
<th>FY22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deductible</td>
<td>$500 / $1000</td>
<td>no change</td>
<td>no change</td>
<td>no change</td>
<td>$700 / $1400</td>
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<td>Co-Insurance Max</td>
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<td>no change</td>
<td>$2500 / $5000</td>
<td>$2550 / $5100</td>
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<tr>
<td>Out-of-Pocket Max</td>
<td>$2500 / $5000</td>
<td>no change</td>
<td>no change</td>
<td>$3000 / $6000</td>
<td>$3250 / $6500</td>
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<tr>
<td>Co-Insurance %</td>
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<td>no change</td>
<td>no change</td>
<td>no change</td>
<td>no change</td>
</tr>
<tr>
<td>Office Visit Copay</td>
<td>no change</td>
<td>no change</td>
<td>no change</td>
<td>no change</td>
<td>no change</td>
</tr>
<tr>
<td>Rx Retail Copay</td>
<td>no change</td>
<td>no change</td>
<td>no change</td>
<td>no change</td>
<td>no change</td>
</tr>
<tr>
<td>Rx Mail Copay</td>
<td>no change</td>
<td>no change</td>
<td>no change</td>
<td>no change</td>
<td>no change</td>
</tr>
<tr>
<td>Single Premium %</td>
<td>15%</td>
<td>no change</td>
<td>no change</td>
<td>17%</td>
<td>no change</td>
</tr>
<tr>
<td>Single+1 Premium %</td>
<td>17.5%</td>
<td>no change</td>
<td>no change</td>
<td>19%</td>
<td>no change</td>
</tr>
<tr>
<td>Family Premium %</td>
<td>20%</td>
<td>no change</td>
<td>no change</td>
<td>21%</td>
<td>no change</td>
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<tr>
<td>Dependent Verification Program</td>
<td>$360,000</td>
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<tr>
<td>Use of Reserves</td>
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<td>$1,100,000</td>
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PPO Plan Benchmarking – IUC – Mercer Consulting National Data:

<table>
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<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Employee Premium %</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Single</td>
<td>15%</td>
<td>15%</td>
<td>19%</td>
<td>31%</td>
</tr>
<tr>
<td>Single+1</td>
<td>17.5%</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Family</td>
<td>20%</td>
<td>15%*</td>
<td>27%</td>
<td>35%</td>
</tr>
<tr>
<td>Employee Premium $</td>
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<td></td>
</tr>
<tr>
<td>Single</td>
<td>$101</td>
<td>$(76 - $129)</td>
<td>$90</td>
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<td>$235 ($159 - $301)</td>
<td>$210 - $223</td>
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<td>no data</td>
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<tr>
<td>Family</td>
<td>$403 ($290 - $516)</td>
<td>$265</td>
<td>$470</td>
<td>$580</td>
</tr>
<tr>
<td>Office Visit Copay</td>
<td>$25</td>
<td>$20</td>
<td>$25</td>
<td>$25</td>
</tr>
<tr>
<td>Deductible</td>
<td>$500 / $1,000</td>
<td>$340 / $700</td>
<td>$500 / $1,000</td>
<td>$1,500 / $3,000</td>
</tr>
<tr>
<td>(single/family)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Out of Pocket Max</td>
<td>$2,500 / $5,000</td>
<td>$3,304 / $56,607</td>
<td>$2,750 / $6,200</td>
<td>$4,000 / $7,500</td>
</tr>
<tr>
<td>(single/family)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Co-Insurance %</td>
<td>80% / 20%</td>
<td>85% / 15%</td>
<td>80% / 20%</td>
<td>80% / 20%</td>
</tr>
<tr>
<td>Rx Retail Copay</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Generic</td>
<td>$20</td>
<td>$10</td>
<td>$11</td>
<td>$11</td>
</tr>
<tr>
<td>Brand Formulary</td>
<td>$30</td>
<td>$29</td>
<td>$33</td>
<td>$36</td>
</tr>
<tr>
<td>Rx Mail Copay</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Generic</td>
<td>$25</td>
<td>$22</td>
<td>$22</td>
<td>$25</td>
</tr>
<tr>
<td>Brand Formulary</td>
<td>$40</td>
<td>$50</td>
<td>$60</td>
<td>$79</td>
</tr>
</tbody>
</table>

IUC Data: Akron, BG, UC, Cleveland State, OSU, Toledo, Wright State, Youngstown State. 18 PPO plans reported
*6 of 8 schools reporting have premiums in the 20%-23% range
### UHR Services Metrics—Shown In Fiscal Year (FY)

#### LEAVES DATA

**PTO Hours taken**

<table>
<thead>
<tr>
<th>Description</th>
<th>Administrative</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FY14</td>
<td>FY15</td>
<td>FY16</td>
<td>FY17</td>
<td>FY18</td>
</tr>
<tr>
<td>Sick</td>
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<td>6,990</td>
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**Classified & Administrative Hourly**

* Unable to track Hourly Staff Parental Leave at this time

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<tr>
<th>Description</th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
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**Faculty**

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<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
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<td>Sick</td>
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**Family Medical Leave Certifications**

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<tbody>
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<td>Administrators (Hourly &amp; Salaried)</td>
<td>128</td>
<td>145</td>
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#### NEW HIRE DATA

**New Hire Administrative**

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<tbody>
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<td>187</td>
<td>155</td>
<td>154</td>
<td>124</td>
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<tr>
<td>Full Time Term</td>
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<td>7</td>
<td>3</td>
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<tr>
<td>Part Time Regular</td>
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<tr>
<td>Part Time Term</td>
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<td>15</td>
<td>7</td>
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**New Hire Classified**

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**New Hire Faculty**

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<th>FY16</th>
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</thead>
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<tr>
<td>Non Tenure Track</td>
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**Research**

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<th>FY18</th>
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<tbody>
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<tr>
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<tr>
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<td>5</td>
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</table>
Exhibit C – Other HR/Payroll Graphs and Metrics

**EMPLOYEE HEADCOUNTS**
* By Fiscal Year (Data per Budget Book; Original Data from IR Annual Census Taken Nov 1 of Each Fiscal Year
* Temporary and Intermittent employees excluded

<table>
<thead>
<tr>
<th>Headcounts</th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
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</thead>
<tbody>
<tr>
<td>Administrators</td>
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<td>1144</td>
<td>1227</td>
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<tr>
<td>Tenure Track Faculty</td>
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<td>864</td>
<td>848</td>
<td>884</td>
<td>868</td>
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<tr>
<td>Non Tenure Track Faculty</td>
<td>437</td>
<td>460</td>
<td>474</td>
<td>493</td>
<td>507</td>
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**EMPLOYEE TURNOVER DATA**

<table>
<thead>
<tr>
<th>Terminations by Employee Category</th>
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<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
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</thead>
<tbody>
<tr>
<td>Administrators</td>
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<td>448</td>
<td>365</td>
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<tr>
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<td>Tenure Track Faculty</td>
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<td>45</td>
<td>33</td>
<td>31</td>
<td>34</td>
</tr>
<tr>
<td>Non Tenure Track Faculty</td>
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<td>70</td>
<td>54</td>
<td>68</td>
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</table>

<table>
<thead>
<tr>
<th>Terminations by Reason/Code</th>
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<th>FY15</th>
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<th>FY17</th>
<th>FY18</th>
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<tbody>
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<td>Expiration of Term Appointment</td>
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<td>205</td>
<td>121</td>
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<td>26</td>
<td>17</td>
<td>40</td>
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<td>Disability/Death</td>
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<td>13</td>
<td>9</td>
<td>16</td>
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<tr>
<td>For Cause/Probationary Removal/Tenure Denial</td>
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<td>12</td>
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<td>6</td>
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<td>Resignation/Retirement</td>
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<td>276</td>
<td>321</td>
<td>306</td>
<td>343</td>
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### Exhibit C – Other HR/Payroll Graphs and Metrics

#### UHR Payroll and Taxes Metrics—Shown In Calendar Year (CY)

<table>
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<tr>
<th>Description</th>
<th>CY14</th>
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<th>CY16</th>
<th>CY17</th>
<th>CY18</th>
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<tbody>
<tr>
<td><strong>W2 FORMS ISSUED</strong></td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Ohio University Employees</td>
<td>17,634</td>
<td>16,876</td>
<td>16,245</td>
<td>15,314</td>
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<td>AmeriCorps</td>
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<td>32</td>
<td>33</td>
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<tr>
<td><strong>GROSS PAYROLL EXPENSE (in millions)</strong></td>
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<td></td>
<td></td>
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<tr>
<td>Expense</td>
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<tr>
<td><strong>2017 PAYROLL TAXES PAID (in millions)</strong></td>
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<tr>
<td>Taxes Paid</td>
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<tr>
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<tr>
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<td>$8.1</td>
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<tr>
<td>City Tax Withheld</td>
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<tr>
<td><strong>VACATION AND SICK LEAVE PAYOUTS AT TERMINATION</strong></td>
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<tr>
<td>Vacation at Termination Payout Count</td>
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<td></td>
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<tr>
<td>Administrators (Hourly &amp; Salaried)</td>
<td>167</td>
<td>180</td>
<td>216</td>
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<td>Vacation Usage in Dollars</td>
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<tr>
<td>Faculty</td>
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<td>15</td>
<td>27</td>
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<tr>
<td>Sick Leave Usage in Dollars</td>
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### UHR Payroll and Taxes Metrics—Shown In Calendar Year (CY)

<table>
<thead>
<tr>
<th>Description</th>
<th>Year</th>
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<tr>
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<td>W2 FORMS ISSUED</td>
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<tr>
<td>Ohio University Employees</td>
<td>17,634</td>
</tr>
<tr>
<td>AmeriCorps</td>
<td>44</td>
</tr>
<tr>
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<td></td>
</tr>
<tr>
<td>Expense</td>
<td>$322</td>
</tr>
<tr>
<td>2017 PAYROLL TAXES PAID (in millions)</td>
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<tr>
<td>Federal Tax Withheld</td>
<td>$33.6</td>
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<td>State Tax Withheld (OH, WV, KY)</td>
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<td>Medicare (ER) &amp; Social Security</td>
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<td>VACATION AND SICK LEAVE PAYOUTS AT TERMINATION</td>
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<tr>
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<tr>
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</tr>
<tr>
<td>Classified Staff (NBU, FOP, &amp; AFSCME)</td>
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</tr>
<tr>
<td>Vacation Usage in Dollars</td>
<td>CY14</td>
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<tr>
<td>Administrators (Hourly &amp; Salaried)</td>
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<td>Classified Staff (NBU, FOP, &amp; AFSCME)</td>
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<td>Faculty</td>
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<tr>
<td>Sick Leave Usage in Dollars</td>
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Main Board Meeting
Board of Trustees

Ohio University

Board Meeting Minutes

January 17, 18, 2019
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Chair Dave Scholl called the January Meeting of the Ohio University Board of Trustees to order at 9:48am.

**Roll Call**
Board Secretary David Moore called roll.

Present: Chair Dave Scholl, Vice Chair Janelle Coleman; Trustees Cary Cooper, Victor Goodman, Dell Robinson, Eileen Sheil, Peggy Viehweger; Student Trustees Austin McClain and Faith Voinovich, National Trustee Dave Pidwell; President Duane Nellis, and Board Secretary David Moore.

**Approval of Agenda**
Chair Scholl asked to approve the agenda for the 2019 January Meeting of the Board of Trustees. Trustee Goodman moved to approve the agenda; Trustee Vice Chair Coleman seconded; Chair Scholl called for a vote; with all in favor, the agenda was approved.

**Approval of Minutes**
Chair Scholl asked to approve the minutes of the October 2019 meetings of the Board of Trustees; Vice Chair Coleman moved to approve the minutes; Trustee Viehweger seconded; Chair Scholl called for a vote; With all in favor, the minutes were approved.

**Reports**

*Report from Chair*
Chair Scholl reviewed the week’s events. Chair Scholl reported the Board had visited the College of Health Sciences and Professions’ facilities and had the opportunity to have lunch with CHSP faculty. Chair Scholl thanked Dean Leite for his hospitality. Chair Scholl also thanked the University Professor Awardees for joining the Trustees for dinner.

Chair Scholl announced that the Ellis Hall Remodel grand opening and shared that the Trustees were looking forward to seeing the space first hand and hoped that the investment in that facility will provide the best possible professional educational environment for teaching and learning.
Lastly, Chair Scholl reported that the Board’s subcommittees met the previous day and this morning in preparation for this meeting.

President’s Report

Chair Scholl asked President Nellis to present his Presidential Report.

President Nellis detailed the progress made in the early part of the 2018 Fall Semester related to the University’s strategic pathways and priorities.

President Nellis also noted the following events

- 2018 Fall Commencement
- Dedication of the Perry and Sandy Sook Academic Center
- 2018 DXL Frisco Bowl
- Homecoming 2018
- Candlelight Vigil at Hillel
- 2018 Multicultural Visitation Program
- Athens Area Business Roundtables
- PackShack partnership with The Ohio State University
- Inaugural Langston Hughes Lecture
- 10th Distinguished Tun Abdul Razak Lecture in Malaysia
- Student recruitment and partnerships in Malaysia and Japan
- Employee Appreciation event
- National media engagements
- Executive search progress updates
- Ohio Congressional District 15 Debate hosted by Ohio University
- Regional Higher Education Study Committee’s report
- The launch of a new Heritage College mobile clinic

Finally, President Nellis introduced the Presidential Spotlight presentation on the first cohort of the OHIO Honors Program.

Chair Scholl thanked President Nellis for his report.

Exe

Chair Scholl asked President Nellis and Provost Djalali to lead a discussion on the RHE Task Force Report. Provost Djalali reported on the long-term strategy for Regional Higher Education.

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

Committee Reports and Information Items
Academics and Student Success Committee

Chair Scholl asked Committee Chair Cooper to give the Academics and Student Committee Report. Committee Chair Cooper reported that the Academics and Student Success Committee received the Intercollegiate Athletics Update and Dashboard from Athletic Director, Jim Schaus and the College of Health Sciences and Professions Dashboard. Committee Chair Cooper also reported that the Committee received an update on enrollment from Senior Associate Vice President Cornell, a Remediation Report, and a Report on Supporting First Generation Students from Senior Vice Provost Elizabeth Sayrs.

Committee Chair Cooper affirmed that the Committee recommended that following resolutions will stay on the Consent Agenda:
- Textbook Selection Policy
- New Program approval for a MA in War and Peace Studies
- New Department in CHSP for Social Work
- New Center in the College of Fine Arts for Ohio Valley Center of Collaborative Arts
- Program Name Change in the College of Fine Arts

Committee Chair Cooper reported that there were no resolutions or further consent agenda items to bring forward.

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

Resources, Facilities and Affordability Committee

Chair Scholl asked Committee Chair Viehweger to give the Resources, Finances, and Affordability Committee Report. Committee Chair Viehweger reported that the committee received a Financial Update and Treasury Update, as well as information items on facilities and project planning.

The following resolutions were reviewed by the committee.

- **Resolution: Tuition, Fee, and Rate Increases**
  - This resolution is located on Tab 12 in the January Board Agenda.
    - The Committee recommends this resolution for full-board approval. I motion that the Tuition, Fee, and Rate Increases Resolution be approved.
WHEREAS, the appropriate planning and consultations within the University have been completed, resulting in the recommendations for tuition, fee, and rate increases for purposes of investment in strategic priorities and to support quality academic programming; and

WHEREAS, these recommendations assume a 2% limitation on tuition, fee and rate increases for students not subject to the tuition guarantee will be authorized by the General Assembly and effective July 1, 2019; and

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

WHEREAS, these recommendations are consistent with the limitations set forth in Section 3345.48 for students who are subject to the tuition guarantee; and

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

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees adopts the fee schedules attached hereto as Exhibits A through G, effective Fall Semester 2019 unless otherwise noted.
### Exhibit A

<table>
<thead>
<tr>
<th>Fee</th>
<th>Non-Guarantee Students</th>
<th>Ohio Guarantee Rates</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Increase Request</td>
<td>Exhibit</td>
</tr>
<tr>
<td>Athens Undergraduate Instructional and General Fee</td>
<td>2.0%</td>
<td>B</td>
</tr>
<tr>
<td>Athens Non-resident Surcharge</td>
<td>3.5%</td>
<td>B</td>
</tr>
<tr>
<td>Athens Campus Residential Housing Rates</td>
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</tr>
<tr>
<td>Athens Campus Culinary Services Rates</td>
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<tr>
<td>RHE Undergraduate Instructional and General Fee</td>
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<table>
<thead>
<tr>
<th>Graduate</th>
<th>Increase Request</th>
<th>Exhibit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Off-Campus Graduate Program</td>
<td>See Exhibit</td>
<td>G</td>
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</table>

Effective Fall 2019
## FY 2020 Tuition Schedule - Non-Guarantee Students

**Athens Campus Undergraduate Tuition**

**Non-Guarantee Students**

*(PER SEMESTER)*

<table>
<thead>
<tr>
<th>Credit Hours</th>
<th>Instructional Fees</th>
<th>General Fees</th>
<th>Resident Total</th>
<th>Non-Resident Surcharge</th>
<th>Non-Resident Total</th>
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*Beyond 20 Hours: Resident Fee is $252/hr. and Non-Resident Fee is $494/hr.*
## FY 2020 Tuition Schedule - OHIO Guarantee Students

**Athens Campus Undergraduate Tuition**  
**Cohort 2019-20**  
**(PER SEMESTER)**

### UNDERGRADUATE STUDENTS

<table>
<thead>
<tr>
<th>Credit Hours</th>
<th>Instructional Fees</th>
<th>General Fees</th>
<th>Resident Total</th>
<th>Non-Resident Surcharge</th>
<th>Non-Resident Total</th>
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*Beyond 20 Hours: Resident Fee is $291/hr. and Non-Resident Fee is $554/hr.*
## OHIO UNIVERSITY
### FY 2020 RESIDENCE & DINING HALL
### RATE SCHEDULE

<table>
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<td>Double and Triple Suites</td>
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<th>RESIDENTIAL MEAL PLANS (SEMESTER)</th>
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<td>14 Meal Plan</td>
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<td>14 Meal Plan - Flex</td>
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<td>20 Meal Plan - Flex</td>
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### Exhibit E

**OHIO UNIVERSITY**

**REGIONAL CAMPUSES - LOWER DIVISION (≤ 60 HOURS)**

**FY 2020 UNDERGRADUATE TUITION & FEE SCHEDULE**

Non-Guarantee Students

(Per Semester)

#### EASTERN CAMPUS, SOUTHERN CAMPUS

<table>
<thead>
<tr>
<th>Credit Hours</th>
<th>Instructional Fees</th>
<th>General Fees</th>
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*Beyond 20 Hours: Resident Fee is $124/hr. and Non-Resident Fee is $183/hr.

#### CHILLICOTHE, LANCASTER, ZANESVILLE CAMPUSES

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<thead>
<tr>
<th>Credit Hours</th>
<th>Instructional Fees</th>
<th>General Fees</th>
<th>Resident Total</th>
<th>Non-Resident Surcharge</th>
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*Beyond 20 Hours: Resident Fee is $124/hr. and Non-Resident Fee is $183/hr.

**Zanesville Campus students are charged an $8 Security Fee.**
Exhibit E (con’t)

**OHIO UNIVERSITY**

**REGIONAL CAMPUSES - UPPER DIVISION (> 60 HOURS)**

**FY 2020 UNDERGRADUATE TUITION & FEE SCHEDULE**

Non-Guarantee Students

(Per Semester)

**EASTERN CAMPUS, SOUTHERN CAMPUS**

<table>
<thead>
<tr>
<th>Credit Hours</th>
<th>Instructional Fees</th>
<th>General Fees</th>
<th>Resident Total</th>
<th>Non-Resident Surcharge</th>
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*Beyond 20 Hours: Resident Fee is $124/hr. and Non-Resident Fee is $183/hr.

**CHILLICOTHE, LANCASTER, ZANESVILLE CAMPUSES**

<table>
<thead>
<tr>
<th>Credit Hours</th>
<th>Instructional Fees</th>
<th>General Fees</th>
<th>Resident Total</th>
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<td>2,270</td>
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<tr>
<td>11</td>
<td>2,497</td>
<td>30</td>
<td>2,527</td>
<td>2,079</td>
<td>4,606</td>
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<tr>
<td>12-20*</td>
<td>2,534</td>
<td>33</td>
<td>2,567</td>
<td>2,268</td>
<td>4,835</td>
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</tbody>
</table>

*Beyond 20 Hours: Resident Fee is $124/hr. and Non-Resident Fee is $183/hr.

**Zanesville Campus students are charged an $8 Security Fee.**
### Exhibit F

**OHIO UNIVERSITY**

**FY 2020 Tuition Schedule - OHIO RHE Guarantee Students**

**Regional Campus Undergraduate Tuition**

**Cohort 2019-20**

(Per Semester)

**UNDERGRADUATE STUDENTS**

<table>
<thead>
<tr>
<th>Credit Hours</th>
<th>Instructional Fees</th>
<th>General Fees</th>
<th>Resident Total</th>
<th>Non-Resident Total</th>
<th>Non-Resident Surcharge</th>
<th>Career &amp; Experiential Learning Fee</th>
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<tr>
<td>1</td>
<td>246</td>
<td>3</td>
<td>249</td>
<td>136</td>
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<td>2</td>
<td>492</td>
<td>6</td>
<td>498</td>
<td>272</td>
<td>770</td>
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<tr>
<td>3</td>
<td>738</td>
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<td>747</td>
<td>408</td>
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<td>984</td>
<td>12</td>
<td>996</td>
<td>544</td>
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<td>1,230</td>
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<td>6</td>
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<td>18</td>
<td>1,494</td>
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<td>8</td>
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<td>9</td>
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<td>27</td>
<td>2,241</td>
<td>1,224</td>
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<td>2,765</td>
<td>1,496</td>
<td>4,261</td>
<td>72</td>
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</tbody>
</table>

*Beyond 20 Hours: Resident Fee is $139/hr. and Non-Resident Fee is $198/hr.*
## OHIO UNIVERSITY
**OFF CAMPUS GRADUATE PROGRAMS**
**CHANGES TO FY20 STUDENT TUITION FEE SCHEDULE**
**(PER CREDIT HOUR)**

<table>
<thead>
<tr>
<th>Change Type</th>
<th>Proposed by: College of Business</th>
<th>Instructional Fee</th>
<th>General Fee</th>
<th>Program Fee</th>
<th>Special Services / Materials Fee</th>
<th>Ohio Resident Total</th>
<th>Non-Resident Fee</th>
<th>Out-of State Resident Total</th>
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<tbody>
<tr>
<td>New Program</td>
<td>Professional Masters of Business Analytics</td>
<td>505</td>
<td>3</td>
<td>454</td>
<td>115</td>
<td>1,077</td>
<td>19</td>
<td>1,096</td>
</tr>
</tbody>
</table>
• **Resolution: Elective Course Charges**
  
  - This resolution is located on Tab 13 in the January Board Agenda.
    
    - The Committee recommends this resolution for full-board approval. I motion that the Elective Course Charges Resolution be approved.
FISCAL YEAR 2019-20
OHIO UNIVERSITY
ACADEMIC YEAR 2019-20 ELECTIVE COURSE CHARGES

RESOLUTION 2019-3737

WHEREAS, the appropriate planning and consultations within the University have been completed, resulting in the recommendation to establish elective course charges that the University Bursar can assess to student accounts for essential course content and materials; and

WHEREAS, these charges are not mandatory, and students may elect to opt-out of the charges and directly acquire the course content, materials, or services; and

WHEREAS, assessed charges are to be passed-on to 3rd parties for the required materials, textbooks or services; and

WHEREAS, these elective course charges may be modified each term to ensure that the charges assessed to students are equivalent to the cost paid to 3rd parties for the required materials, textbooks or services; and

WHEREAS, all such charges will be reported annually to the Chancellor of the Ohio Department of Higher Education to establish compliance with restrictions imposed by the biennial state operating budget; and

WHEREAS, the establishment of these charges must be authorized and consistent with legislation enacted by the General Assembly and effective July 1, 2019.

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees permits the adoption of an elective course charge policy that meets the requirements established herein.
• **Resolution: Student Legal Service Fee**
  
  o This resolution is located on Tab 14 in the January Board Agenda.

  ▪ The Committee recommends this resolution for full-board approval. I motion that the Student Legal Service Fee Resolution be approved.
WHEREAS, the appropriate planning and consultations within the University have been completed, resulting in the recommendation to increase the Student Legal Service Fee; and

WHEREAS, the fee is not mandatory, and students may elect to opt-out of the assessment; and

WHEREAS, assessed fees are not retained by the institution and are passed-on to a 3rd party; and

WHEREAS, the fee increase must be authorized and consistent with legislation enacted by the General Assembly.

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees adopts the fee schedule change attached hereto as Exhibits A, effective Fall Semester 2019.
<table>
<thead>
<tr>
<th>Fee</th>
<th>Fee Type: Optional Pass Through Fee</th>
<th>Fee</th>
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</thead>
<tbody>
<tr>
<td>FY19 Fee</td>
<td>Student Legal Service Fee</td>
<td>12</td>
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<tr>
<td>FY20 Proposed Fee</td>
<td>Student Legal Service Fee</td>
<td>15</td>
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</tbody>
</table>
The following resolutions were on the consent resolution agenda. The committee recommends that all of these items remain on the consent agenda for approval.

- **Consent Agenda Item: Undergraduate Scholarship Match Program Amendment**
  - This resolution, located on Tab 15 of the January Board Agenda, recommends the Board of Trustees of Ohio University approve the establishment of quasi-endowment funds in accordance with the revised Scholarship Match program parameters.

- **Consent Agenda Item: Investment Policies**
  - This resolution, located on Tab 16 of the January Board Agenda, recommends the adoption of the General Endowment Fund Investment Policy and the Century Bond and Deferred Maintenance Program Investment Policy as adopted by the Foundation Board on November 10, 2018, as it applies to the University endowment funds and long-term century bond funds. And that the Board of Trustees has empowered The Ohio University Foundation’s Investment Committee to act on its behalf in these matters.

- **Consent Agenda Item: Capital Projects – Design through Construction**
  - This resolution authorizes the University to undertake the following projects as described in Tab 17 of the January Board Agenda.

  Modification of Design and Construction Requests:
  - HCOM Phase I Academic Replacement Space
  - Chilled Water Plant 3 and Utility Distribution
  - Konneker Alumni Center ADA Addition and Renovation
  - Ridges Building 13, 14 and 18 Renovation

  Design & Construction Requests:
  - HRTC Repurpose for HCOM
  - Sargent Hall HVAC Upgrades
  - Ridges Building 33 Roof Replacement
  - Central Classroom Masonry Repairs
  - Ridges Building 37 Improvements-Roof Repair
  - OUE Campus Chiller Replacement

- **Consent Agenda Item: IT Network Strategy**
  - This resolution supports the IT Network Strategy for network replacement and upgrades as described in Tab 18 of the January Board Agenda.
There were no further resolutions or further consent agenda items to bring forward.

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

Committee Chair Viehweger stated that there were no resolutions or further consent agenda items to bring forward and that detailed minutes of the committee’s discussions will be made available on the Board of Trustees website.

Chair Scholl thanked the Committee.

Audit and Risk Management Committee
Chair Scholl asked Acting Committee Chair Casciani to give the Audit and Risk Management Committee Report. Acting Committee Chair Casciani stated that the Audit and Risk Management Committee received the Chief Audit Executive’s Report and the annual Insurance report.

The committee moved into executive session to hear an update on Information Security.

Acting Committee Chair Casciani reported that there were no consent agenda items and no further resolutions from the Audit and Risk Management Committee and that detailed minutes of the committee’s discussion will be made available on the Board of Trustees website.

Chair Scholl thanked the Committee.

Chair Scholl asked Committee Chair Goodman to give the Governance and Compensation Committee Report.

Governance and Compensation Committee
Committee Chair Goodman reported that the Governance and Compensation Committee received the annual affiliated entities report and updates on Compensation.

Additionally, Committee Chair Goodman, stated that a Resolution (located on Tab 25 of the January Board Agenda) from the Student Senate was introduced. Committee Chair Goodman reported that the resolution has been modified for clarity. Committee Chair Goodman reported that the resolution removes the necessity of approving changes to the Student Senate Constitution by the Board of Trustees pending approval by a student body vote.
Committee Chair Goodman made a motion for the Amendment to the Student Senate Constitution Resolution to be passed.
AMENDMENT TO THE STUDENT SENATE CONSTITUTION

RESOLUTION 2019-3739

WHEREAS, Article VII of the Student Senate Constitution currently requires that amendments to the Constitution be approved by the Board of Trustees; and

WHEREAS, in compliance with this provision, the Student Senate has in the past submitted amendments to its Constitution to the Board of Trustees for their approval; and

WHEREAS, the Student Senate has adopted Bill 1819-09, attached hereto as Exhibit A, proposing to eliminate the requirement in its Constitution for Board of Trustees approval of amendments; and

WHEREAS, the Student Senate has requested Board review of the proposed amendment to Article VII as indicated in the attached Exhibit B;

NOW THEREFORE, BE IT RESOLVED that the Board does not object to the amendment attached as Exhibit B and accordingly, the Student Senate will no longer seek Board of Trustees approval of amendments to its Constitution.

Exhibit A & B
Committee Chair Goodman reported that there were no further resolutions and no consent agenda items from the Governance and Compensation Committee.

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

Chair Scholl thanked the Committee.

Executive Committee

Chair Scholl reported that on Thursday, the Executive Committee went into Executive Session to discuss threatened or pending litigation, the purchase or sale of property, and the discipline of a public employee.

Chair Scholl stated that there was nothing further to report from the Executive Committee.

Consent Agenda

Chair Scholl stated that the Board had an intact Consent Agenda.

Trustee Cooper moved to approve the consent agenda; Vice Chair Coleman seconded; Chair Scholl called for a vote; with all in favor, the consent agenda was approved as follows:
RESOLUTION TO ADOPT TEXTBOOK SELECTION POLICY

RESOLUTION 2019 –3740

WHEREAS, the Ohio Revised Code 3345.025 now requires that “The board of trustees of each state institution of higher education as defined in section 3345.011 of the Revised Code shall adopt a textbook selection policy for faculty to follow in selecting and assigning textbooks and other instructional materials for use in courses offered by the institution. The policy shall include faculty responsibilities and actions faculty may take in selecting and assigning textbooks and other instruction materials”; and

WHEREAS, general academic activities are specified in the Ohio University Faculty Handbook; and

WHEREAS, Section IV.A.6. of the Faculty Handbook (updated September 2018) specifies “Textbooks should be ordered through the appropriate departmental procedures. In order to allow students time to look for affordable copies, (see http://www.ohio.edu/registrar/info/textbook/HEOASection112Textbook.pdf) each instructor should provide in a timely manner information about author, title, edition, ISBN and approximate price of each textbook to be entered for each course listed in Course Offerings on the Registrar’s website. Individual faculty members are not permitted to sell textbooks or text materials to students. Text materials prepared by faculty may be duplicated in accordance with applicable copyright laws by local bookstores and duplication services; and these materials may be sold only at cost or with a reasonable royalty to the faculty member(s). Royalties accrued to faculty members for these materials should be reviewed by appropriate departmental committees.”

NOW, THEREFORE, BE IT RESOLVED that the Ohio University Board of Trustees adopts the language of the Faculty Handbook (updated September 2018) Section IV.A.6.-Texts as the required textbook selection policy for Ohio University faculty.
WHEREAS, the Center for International Studies proposes to establish the Master of Art in War and Peace Studies degree, and

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

WHEREAS, the 30 credit-hour interdisciplinary graduate degree will focus on international security issues including dynamics of cooperation and conflict, war, terrorism, peacebuilding and peacekeeping among others, and

WHEREAS, the students who graduate from with War and Peace Studies master’s degree will be ready for jobs in think tanks, nonprofits, government, and the military, and

WHEREAS, facilities and staff resources are sufficient to establish and sustain the Master of Art in War and Peace Studies.

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees of Ohio University hereby approves establishing the Master of Art in War and Peace Studies degree in the Center for International Studies.
WHEREAS, the College of Health Sciences Professions has proposed and the faculty of the Department of Social and Public Health unanimously support the formation of a separate Department of Social Work, and

WHEREAS, the proposed department formation has been approved by the University Curriculum Council, and

WHEREAS, the proposed department formation is driven by dramatic enrollment growth in social work with additional faculty hiring anticipated, and

WHEREAS, no disruption to students is expected, and

WHEREAS, social work faculty will continue to participate in the governance structure and be served by the policies and resources within the College of Health Sciences and Professions.

NOW, THEREFORE, BE IT RESOLVED that the Ohio University Board of Trustees approves the formation of a Department of Social Work in the College of Health Sciences and Professions.
COLLEGE OF FINE ARTS
DIVISION OF THEATER
NAME CHANGE FOR THE
BACHELOR OF FINE ARTS IN ACTING
RESOLUTION 2019 – 3743

WHEREAS, the Division of Theater in the College of Fine Arts supports a name change for Bachelor of Fine Arts in Acting to Bachelor of Fine Arts in Theater Performance, and

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

WHEREAS, the Bachelor Fine Arts in Theater Performance is a rigorous program fostering creative, cognitive and artistic skills, and the proposed name better represents prior program changes approved by the University Curriculum Council, and

WHEREAS, in adoption of the name change, two new major tracks would be created, namely the Bachelor of Fine Arts in Theater Performance—Acting and the Bachelor of Fine Arts in Theater Performance—Musical Theater, and

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

NOW, THEREFORE, BE IT RESOLVED that the Bachelor of Fine Arts in Acting be renamed the Bachelor of Fine Arts in Theater Performance.
RESOLUTION 2019–3744

WHEREAS, the College of Fine Arts has proposed the establishment of the Ohio Valley Center for Collaborative Arts (CoArts), and

WHEREAS, CoArts has been reviewed and approved by the college Dean and the Interim Vice President for Research and Creative Activity, and is supported by both the Executive Vice President and Provost and the President, and

WHEREAS, CoArts is “founded on the principle that place-based, collaborative arts and design are essential to the regional development efforts, where they can assist in addressing vital issues and building culturally inclusive and resilient communities,” and

WHEREAS, CoArts will become the first and only arts-based research center at Ohio University, and

WHEREAS, the center leadership, fiscal resources and sources of funding, and designated space and equipment needs have all been identified.

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees of Ohio University approves the establishment of the Ohio Valley Center for Collaborative Arts (CoArts).
ESTABLISHMENT OF UNIVERSITY QUASI-ENDOWMENTS

Revision of the

UNDERGRADUATE SCHOLARSHIP INVESTMENT PROGRAM

RESOLUTION 2019 --3745

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, will continue as a $25 million matching program that will provide $.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 the original program requirements, match eligible endowments will continue to 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, retroactive to July 1, 2018, and effective for commitments made through June 30, 2019, the program was revised and expanded at the October 2018 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 now 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 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.

WHEREAS, retroactive to July 1, 2018, and effective for commitments made through June 30, 2019, the program will be further revised and expanded, as follows:

- The previous program stipulation that limited available match funding to the Athens campus will be 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 will apply to match-eligible scholarships established for the benefit of regional campus students.
- Expanding the program to include these regional campuses is consistent with the “Report of the RHE (Regional Higher Education) Study Committee to President Nellis”, which called for implementation of a one-university model. The report recommended “renewed focus as a unified university system on serving an educational access and workforce development mission with distinctive quality, affordability, and student success, helping students move along a lifelong learning path.”

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

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

WHEREAS, the Resources, Facilities and Affordability Committee of the Board of Trustees has reviewed and recommended formal adoption of the General Endowment Fund Investment Policy as adopted by the Foundation board on November 10, 2018, as it applies to endowment funds, which is also covered by Ohio Law (Section 3345.16 of the Revised Code) where the endowment investments are managed by The Ohio University Foundation, and

WHEREAS, the Resources, Facilities and Affordability Committee of the Board of Trustees has reviewed and recommended formal adoption of the Century Bond and Deferred Maintenance Program Investment Policy as adopted by the Foundation board on November 10, 2018, as it applies to long-term investments associated with the University’s Century Bond and Deferred Maintenance Program, and

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

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

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees recommends adoption of the General Endowment Fund Investment Policy and the Century Bond and Deferred Maintenance Program Investment Policy as adopted by the Foundation board on November 10, 2018, as it applies to the University endowment funds and long-term century bond funds.

BE IT FURTHER RESOLVED, that the performance of the endowment and century bond investments, as well as any future modifications to the General Endowment Fund Investment Policy and the Century Bond and Deferred Maintenance Program Investment Policy, will be
presented to the Resources, Facilities and Affordability Committee for their review as necessitated by changes to the policies.

**BE IT FURTHER RESOLVED,** that the Board of Trustees has empowered The Ohio University Foundation’s Investment Committee to act on its behalf in accordance with the aforementioned investment policies.

**BE IT FURTHER RESOLVED,** that the aforementioned investment policies supersede all previously adopted investment related policies and all prior resolutions concerning the aforementioned investment policies of the Board of Trustees not specifically referenced herein shall be rescinded.
CAPITAL PROJECTS

APPROVAL TO PROCEED WITH DESIGN AND CONSTRUCTION

RESOLUTION 2019 -3747

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.

Modification of Design & Construction Requests:

<p>| Capital Project Budget &amp; Authorized Expenditures |
|-------------------------------|-----------------|-----------------|</p>
<table>
<thead>
<tr>
<th>Project</th>
<th>Previous</th>
<th>Current</th>
<th>Total</th>
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<tr>
<td>HCOM Phase I Academic Replacement Space</td>
<td>$8,997,939</td>
<td>$56,002,061</td>
<td>$65,000,000</td>
</tr>
<tr>
<td>Chilled Water Plant 3-Plant and Utility Distribution</td>
<td>$30,850,000</td>
<td>$725,000</td>
<td>$31,575,000</td>
</tr>
<tr>
<td>Konneker Alumni Center ADA Addition and Renovation</td>
<td>$1,500,000</td>
<td>$213,000</td>
<td>$1,713,000</td>
</tr>
<tr>
<td>Ridges 13, 14 and 18 Renovation</td>
<td>$13,124,072</td>
<td>$2,206,162</td>
<td>$15,330,234</td>
</tr>
</tbody>
</table>

Design & Construction Requests:

<p>| Capital Project Budget &amp; Authorized Expenditures |
|-------------------------------|-----------------|</p>
<table>
<thead>
<tr>
<th>Project</th>
<th>Current</th>
</tr>
</thead>
<tbody>
<tr>
<td>HRTC Repurpose for HCOM</td>
<td>$1,164,000</td>
</tr>
<tr>
<td>Sargent Hall HVAC Upgrades</td>
<td>$1,100,000</td>
</tr>
<tr>
<td>Ridges Building 33 Roof Replacement</td>
<td>$925,000</td>
</tr>
<tr>
<td>Central Classroom Masonry Repairs</td>
<td>$922,000</td>
</tr>
<tr>
<td>Ridges Building 37 Improvements-Roof Repair</td>
<td>$850,000</td>
</tr>
<tr>
<td>OUE Campus Chiller Replacement</td>
<td>$650,000</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 or his designee to accept and award contracts within the total project budgets identified.
WHEREAS, the University’s data network infrastructure is nearing the end of and in some cases past its useful life and in need of replacing, and

WHEREAS, the University recognizes that the network services and communication technology is continually evolving and changing, and

WHEREAS, all University operations – academic, research, service, student life, and administrative support – are critically reliant on these services, and

WHEREAS, the University desires to efficiently and affordably provide quality network services through a continuous upgrade program, and

WHEREAS, the University has developed a funding plan utilizing a combination of savings generated through assessing operations and driving down costs through strategic restructuring of staffing, functions, and service lines; creatively maintaining equipment and sourcing parts; moving to open-source, low/no cost software when advantageous; yielding savings through procurement contracts renegotiations; and, repurposing the debt service associated with the 2008 network upgrade.

NOW THEREFORE, BE IT RESOLVED that the Ohio University Board of Trustees hereby supports the IT Network Strategy for network replacement and upgrade and approves the upfront one-time costs of up to $7M (inclusive of potential tariff impacts).
Secretary Moore announced that the next meeting of the Ohio University Board of Trustees would be on March 21st and 22nd, 2019 on the Athens OH campus.

The January 2019 Meeting of the Ohio University Board of Trustees adjourned at 11:39 am.
Subcommittee Minutes
Chair Scholl called the meeting to order at 8:05am

Present: Chair David Scholl, Vice Chair Janelle Coleman, Trustees Steve Casciani, Cary Cooper, Victor Goodman, Dell Robinson, Eileen Sheil, and Peggy Viehweger, National Trustee David Pidwell, Student Trustees Austin McClain and Faith Voinovich, Secretary David Moore, President M. Duane Nellis

The Executive Committee went into Executive Session to discuss threatened or pending litigation, the purchase or sale of property, and the discipline of an public employee.

Vice Chair Coleman made the motion; Chair Scholl seconded; Chair Scholl called for a roll call vote. The motion passed unanimously at 8:18am.

At 10:22am Chair Scholl asked for a motion to go out of executive session.

Trustee Robinson made the motion; Vice Chair Coleman seconded; Chair Scholl called for a roll call vote. The motion passed unanimously.

Chair Scholl adjourned the meeting at 10:23am.
Committee Chair Cooper called the committee meeting to order at 10:36 a.m.

Academic Quality Dashboard: College of Health Sciences and Professions

EVPP Djalali introduced Randy Leite, Dean of the College of Health Sciences and Professions, who presented the dashboard for the College of Health Sciences and Professions (refer to Tab 1 of agenda).

Trustee Viehweger commended Dean Leite for the work CHSP is doing at the former prison facility near Nelsonville. She inquired about the drop in graduation rates indicated on the dashboard. Dean Leite noted, that retention rate in majors are high. It’s the students not in major that are more likely to leave. He said that if CHSP can get a student in major by the sophomore level, they graduate. He added that another challenge is increasing competition, for example from community colleges and increased demand for clinical opportunities are limited. Trustee Viehweger asked whether the dashboard numbers include regional-campus students; Dean Leite said they include Athens students only.

Board Chair Scholl commended CHSP for the low discount rate required to attract students. He asked whether CHSP anticipates having to discount more to get students in the future. Dean Leite responded that they will need to become more innovative in partnerships, such as with hospitals to provide more incentive to refer students to the program. Board Chair Scholl asked how the percentage of regional-campus students in CHSP has changed over ten years. Dean Leite said it is still high, but that the number of CHSP programs offered at the regional campuses has also grown. He said the College sees the greatest future potential in educating people across the length of their careers, and it will be important to be locally responsive through the regional campuses and not just suited to Athens.
President Nellis asked what barriers exist to expanding internationally—for example, meeting the growing interest in nursing in Malaysia. Dean Leite replied that some federal legal issues can make it difficult. Another barrier to delivering education online to such audiences involves language. He added that we need to increase international programs over the next 10 years. He said the College should find partners in, for example, Malaysia, Hungary, and China. Board Chair Scholl said this was a great idea and that CHSP can build on the great brand it has already developed domestically with a presence in 25 states.

Committee Chair Cooper asked what progress CHSP is making in educating diverse students, and whether they are bringing in students from Interlink Alliance schools. Dean Leite said their success has been inconsistent, and that securing buy-in of partners to their recruiting efforts has been slow. He suggested that faculty exchanges may be a way to build connections; they have had some success with international institutions using that strategy and are hopeful a similar approach might be effective with Interlink Alliance institutions.

Board Secretary Moore informed the Trustees that after the committee meeting Dean Leite will be taking them on a tour of CHSP facilities.

**Standing Reports and Updates**

**Intercollegiate Athletics Update and Dashboard**

EVPP Djalali introduced Jim Schaus, Director of Athletics, and Randee Duffy, Senior Associate Athletic Director for Eligibility & Student-Athlete Success, who presented an update and dashboard for Intercollegiate Athletics (refer to Tab 2 of agenda).

Committee Chair Cooper asked about the anticipated impact of NCAA Academic-Based Unit distributions. Director Schaus answered that it will provide a percentage of revenue that will likely grow over time, but it is intended only to reward the top 25% of schools in academic performance. It will bring in some money, but the significance will mostly be the recognition. Board Chair Scholl noted the Federal Graduation Rate and said he thinks ICA has a good chance to meet Category 1 as well on four-year graduation rates. Director Schaus said most institutions will qualify on Category 2 or 3. Associate AD Duffy added that when the Academic Progress Rate goes up, we can expect to see the graduation and retention rates go up soon as well. Board Chair Scholl said the dashboard metrics seem to show a good academic culture in ICA. Associate AD Duffy said that this culture is a selling point in recruiting to students and parents, who appreciate the support and safety net as well as the ICA’s expectations. They also find the Sook Center impressive.

Trustee Goodman noted the recent hiring of a psychiatrist to support student athletes and asked whether it will be discussed in the presentation to the full Board. Director Schaus replied that mental health is a great challenge in society as well as the university and student athletes, as individuals deal with stress. He said that they worked with the Vice President for
Student Affairs as well as the Heritage College of Osteopathic Medicine to get a part-time psychiatrist in, and her hours filled up with student appointments immediately. He said this service will help with recruiting, especially appealing to parents.

Trustee Robinson commended ICA for its student athletes’ academic performance. He noted that the loss of one student can significantly affect numbers such as the Academic Progress Rate. He added that ICA’s accomplishment in this metric is useful in recruiting.

Board Chair Scholl asked if ICA anticipates any costs in the next five years associated with NCAA mandates that the university will have to figure out how to absorb. Director Schaus answered that as of 2022 they will no longer be able to use graduate students as medical trainers; they will need to hire full-time medical trainers. In terms of academic staffing investments, ICA is already making them. He added that the welfare of the student athletes must be foremost.

Enrollment Update

Craig Cornell, Senior Vice Provost for Strategic Enrollment Management, provided an update on enrollments (refer to Tab 3 of agenda).

Board Chair Scholl asked whether alumni involvement, such as through using alumni as ambassadors, could deepen OHIO’s engagement ecosystem. SVP Cornell said they have had several conversations about that with alumni groups and Advancement, to align strategies and resources. Board Chair Scholl also noted that the career leadership development fee could be a selling point if used well, and he is looking forward to seeing how it affects enrollment. SVP Cornell responded that they have developed an entire communication plan around it for students and will be evaluating its impact. Board Chair Scholl also asked whether there are data on how many Kids on Campus participants later enroll here for college. CHSP Dean Leite responded that evidence is anecdotal, but several have. EVPP Djalali added that personal touches in recruiting such as calling people and meeting one-on-one over coffee can make tremendous impact. SVP Cornell also said that in the markets we are already reaching online, some students have already seen OHIO ads by the time alumni reach out, which creates great brand synergy.

Consent Resolution: Textbook Selection Policy

EVPP Djalali introduced a consent resolution to adopt a Textbook Selection Policy. This Ohio Revised Code 3345.025 now requires that “The board of trustees of each state institution of higher education as defined in section 3345.011 of the Revised Code shall adopt a textbook selection policy for faculty to follow in selecting and assigning textbooks and other instructional materials for use in courses offered by the institution. The policy shall include faculty responsibilities and actions faculty may take in selecting and assigning textbooks and other instruction materials (refer to Tab 4 of agenda).
Committee Member Goodman moved, and Robinson seconded, to include the resolution on the consent agenda. The motion passed unanimously.

Remediation Report

EVPP Djalali introduced Ohio Revised Code Section 3345.062, which requires the president of each state university to issue a report by December 31, 2017, and each year thereafter, regarding the remediation of students. Accordingly, the report for 2018 was submitted to the Ohio Department of Higher Education and is presented for Board review as part of the January agenda. (refer to Tab 5 of agenda).

Trustee Viehweger expressed dismay that we have to put so much effort into remediation. Trustee Goodman added that a past effort to move remediation to the two-year campuses was criticized as elitist. But doing remediation at four-year institutions is a waste of money. Board Chair Scholl noted a Chronicle of Higher Education article that said in order to fix higher education you need to address the problem in the high schools. EVPP Djalali said it is important to find ways to partner with K-12 to address this issue. Board Chair Scholl said it seems we have shifted our talent to our support systems and asked whether these costs are reflected in the budget as academic or administrative. He also noted the tension between lower state support and higher costs to remediate. Trustee Viehweger also asked what it is costing OHIO to produce these reports on remediation, as well as other state reporting. Board Chair Scholl suggested there may be an opportunity for a statewide conversation around these questions, now that we have eight years of this data to inform the discussion. President Nellis suggested that the IUC provosts may be a good forum. Trustee Coleman suggested including community colleges in the conversation, as this is also an issue for them and there may be partnership opportunities with them. Committee Chair Cooper recommended continuing this conversation at a later date.

Academic Quality—Initiatives

AQH Supporting First-Generation Students

EVPP Djalali introduced Elizabeth Sayrs, Senior Vice Provost for Undergraduate Education and Student Success, to present OHIO’s two programs supporting first-generation students: the College Achievement Program (CAP) and the OHIO First Scholars program (refer to Tab 6 of agenda).

Angela Lash, Associate Director of the Allen Student Advising Center, introduced a mentor/mentee pair with the OHIO First Scholars Program to talk about their experience: Anna-Kaye Rowe, mentor, and Willow Madison, a first-year student. Associate Director Lash then introduced another mentor/mentee pair with CAP: Joy Cobb, mentor, and Anthony Brown, a former mentee who is now a peer mentor to another CAP student.
Trustee Robinson commended both programs and noted that awareness of these programs among, for example, guidance counselors, is a powerful selling point for the University. Trustee Coleman asked how students find out about these programs and how mentor/mentee matches are made. Ms. Cobb said the programs work with Admissions and Financial Aid to determine eligibility; they then send postcards and do follow-up recruitment. She added that recruitment also takes place during orientation and throughout year. Associate Director Lash said they use an online platform to match mentor pairs, not necessarily on major but on interests and, to some extent, personality traits.

Trustee Pidwell commended the programs and thanked the mentors for the investment of their time and effort.

**New Programs, Departments, Centers, Name Changes**

Consent Resolution: New Program—Master of Arts in War and Peace Studies

EVPP Djalali introduced a consent resolution to approve the establishment of a Master of Arts in War and Peace Studies degree in the Center for International Studies *(refer to Tab 7 of agenda)*.

Trustee Goodman moved, and Board Chair Scholl seconded the motion, to add the resolution to the consent agenda. The motion passed unanimously.

Consent Resolution: New Department—CHSP Department of Social Work

EVPP Djalali introduced a consent resolution to approve the creation of a new Department of Social Work in the College of Health Sciences and Professions *(refer to Tab 8 of agenda)*.

Trustee Coleman moved, and Trustee Robinson seconded the motion, to add the resolution to the consent agenda. The motion passed unanimously.

Consent Resolution: Program Name Change—COFA Theater BFA in Acting

EVPP Djalali introduced a consent resolution to approve changing the name of the Bachelor of Fine Arts in Acting to the Bachelor of Fine Arts in Theater Performance *(refer to Tab 9 of agenda)*.

Board Chair Scholl moved, and Trustee Coleman seconded the motion, to add the resolution to the consent agenda. The motion passed unanimously.
Consent Resolution: New Center—COFA Ohio Valley Center of Collaborative Arts

EVPP Djalali introduced a consent resolution to approve the establishment of the Ohio Valley Center for Collaborative Arts (CoArts; refer to Tab 10 of agenda).

Committee Chair Cooper asked whether the regional campuses will be asked to play a role in coordination of the center. EVPP Djalali replied that he expects they will.

Trustee Coleman moved, and Trustee Goodman seconded the motion, to add the resolution to the consent agenda. The motion passed unanimously.

There being no further business, Committee Chair Cooper adjourned the meeting at 12:39 p.m.
Ohio University Board of Trustees

Resources, Facilities, and Affordability Committee Meeting

January 17, 2019

Committee Chair Peggy Viehweger called the meeting to order. Committee members present included Trustee Steve Casciani, Trustee Casey Christopher, National Trustee David Pidwell, Student Trustee Faith Voinovich, and Faculty Representative Susan Williams. Other board members present included Chair Dave Scholl, Vice Chair Janelle Coleman, Trustee Cary Cooper, Trustee N. Victor Goodman, Trustee Dell Robinson, Trustee Eileen Sheil, Student Trustee Austin McClain, Board Secretary Moore, and President Nellis.

- Financial Update – ’19 Forecast; ’20 Budget

Trustee Viehweger opened by indicating she and Vice President for Finance and Administration Deb Shaffer have discussed providing a condensed, high-level statement of activities for the trustees. Beginning with the March meeting, the trustees will receive a summary statement of operating revenues, expenditures and changes in reserves reflecting past year’s actuals and current year forecast trends, as well as information about reserve ins and outs.

VP Shaffer provided an update on the current FY19 forecasted results of operations projected at $7.0M, $0.4M more than budget. Both total operating revenue and expense forecasts for FY19 are within $1M of budget. Undergraduate and graduate combined net tuition revenue is unfavorable to budget in total by $5.5M, offset by forecasted revenues attributed to unbudgeted royalty income, unbudgeted funds related to an ICA contract signing, and higher than budgeted health benefits rebates. Due to swings in budgeted reserve activity, overall net results of operating activities are forecast $6.4M less than budget. HCOM’s decision to move excess revenues to the new building project and reduce their level of debt is the primary contributor to the higher forecasted use of reserves. VP Shaffer noted that this can be a positive for the university if it results in less debt issuance. She also assured the trustees that
changes in reserve balances are modeled to assure that access to cash for capital projects is not negatively impacted.

Non-operating investment income is subject to extreme market volatility. November and December markets were down significantly from the favorable FY19 forecast shared at the trustees’ October meeting. The January 2019 financial update forecast included in the agenda materials reflected a $45M+ decrease in the GAAP adjusted investment income and net results versus the October meeting forecast. Director of Investments Dave Gaume, provided information on fiscal year-to-date performance through December and noted that January performance month-to-date reflects a 2% improvement.

As part of FY20 budgeting, the Provost Office is working directly with the colleges and academic support units to set their budget targets and the Budget Office is working with the Vice Presidents on administrative budgets. The President has directed that planning units provide operating budgets through FY25. This will ensure we are considering long-term financial sustainability as we implement new revenue strategies and cost containment measures. VP Shaffer reviewed University budget initiatives in comparison to the recommendations found in the Chronicle of Higher Education publication *Sustaining the College Business Model*, highlighting that the university is already focusing efforts in the areas recommended in the report.

Executive Vice President and Provost Chaden Djalali shared that the Strategic Enrollment Executive Committee (SEEC) has been meeting and developing plans to strategically address decreasing freshmen and overall enrollments. SEEC is looking at the market for the declining 18-24 age group and strategies to maintain and possibly grow the university’s share of that population. SEEC is also looking for growth through non-traditional populations by increasing online enrollments; growing graduate professional, online and hybrid programs; and expanding education to adult learners and other student populations. The Provost’s Office, working with Enrollment and SEEC, developed enrollment forecasts based on conservative, attainable and aspirational goals. Current budget assumptions are based at 80% of the expected year-over-year change in enrollments as predicted in the attainable assumption. The assumptions through FY23 show the impacts of the compounded enrollment growth, but the FY23 total projected UG enrollment of 17,752 is still lower than the high of 18,209 attained in FY17. The UG growth includes new in-state as well as non-resident and international enrollments.
Trustee discussion centered on national enrollment challenges due to the declining numbers of high school graduates. Consequently, Trustees expressed desire not to be aspirational in assumptions. Some of the growth is expected from increased focus on investment in marketing to non-resident and international prospects. Trustees questioned impact of financial aid pressures. EVPP Djalali assured the trustees that the Provost’s Office is working with the colleges on new program assessments and with Enrollment Management on the analyses needed for enrollment and scholarship initiatives to measure projected outcomes and net contributions.

VP Shaffer discussed the trend in revenues and the compounding impacts of declining enrollments, 0% UG tuition increases, and increased aid on net UG tuition revenue. State Share of Instruction (SSI) has been relatively flat, noting the distribution of the funding has changed with more attributed to the medical school due to their tripling of enrollments. Overall there has been declining state undergraduate support per headcount. In FY09, tuition and SSI were contributing nearly the same in total revenue as compared to the FY19 projection of tuition revenue at nearly twice the amount of SSI, reflecting the university’s increased reliance on tuition.

FY18-20 administrative savings plans to reduce budgets by 7%, $8.2M in total, will be achieved with the final reductions realized as part of the FY20 budgeting. The areas of Diversity and Inclusion and Information Technology were excluded from the reduction program due the planned investments to be made in those units. Academic unit targets were set differentially across those units, to be achieved through expense reductions or opportunities for new revenues. During January, the academic units are working with the Provost’s Office to review and assess progress towards achieving their targeted expense reductions and revenue growth. Results will be part of the budget update at the March meeting.

The FY20 planning assumptions are continuing to evolve and at this time the current modeled assumptions result in a $16.9M imbalance for FY20. The model excludes any growth in SSI, but does include the assumption of a 2% tuition cap. The current request for a 2% increase in tuition has been vetted in multiple conversations at BPC and among leadership with assurances that the increase will be revisited if state tuition caps in the State’s biennial budget are different. The student trustees both expressed support for the requested 2% tuition increase while also stressing the need for the State to increase the SSI. An increase in the non-resident surcharge of 3.5% is also being requested.
VP Shaffer shared examples of university modeling impacts of current operating budget forecasts layered on the anticipated capital spend in the six year CIP. The Treasury team works closely with the development of the capital plan and annual budget process to ensure adequate working capital balances are available.

- **Resolution, FY19 Tuition, Fee and Rate Increases**

A revised resolution, with exhibits, was provided to the trustees. VP Shaffer summarized revisions, including a change in reference to students who fall outside the guarantee from ‘continuing’ to ‘non-guarantee’ and the inclusion of a 3.5% increase in the non-resident surcharge. This resolution’s increase requests are summarized in the Exhibit A table below:

<table>
<thead>
<tr>
<th>Fee</th>
<th>Non-Guarantee Students</th>
<th>Ohio Guarantee Rates</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Increase Request</td>
<td>Exhibit</td>
</tr>
<tr>
<td>Athens Undergraduate Instructional and General Fee</td>
<td>2.0%</td>
<td>B</td>
</tr>
<tr>
<td>Athens Non-resident Surcharge</td>
<td>3.5%</td>
<td>B</td>
</tr>
<tr>
<td>Athens Campus Residential Housing Rates</td>
<td>0.0%</td>
<td>-</td>
</tr>
<tr>
<td>Athens Campus Culinary Services Rates</td>
<td>0.0%</td>
<td>-</td>
</tr>
<tr>
<td>RHE Undergraduate Instructional and General Fee</td>
<td>2.0%</td>
<td>E</td>
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</tbody>
</table>

**Graduate**

<table>
<thead>
<tr>
<th>Increase Request</th>
<th>Exhibit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Off-Campus Graduate Program</td>
<td>See Exhibit</td>
</tr>
</tbody>
</table>

Effective Fall 2019

Trustee Robinson made a motion to recommend approval of the FY19 Tuition, Fee and Rate Increases resolution, including Exhibits A through G, to the full board; Trustee Cooper provided a second; the motion was unanimously approved.

- **Resolution, Elective Course Charges**

This resolution permits the adoption of an elective course charge policy for non-mandatory, opt-out charges to student accounts for course specific content, materials, or services in compliance with restrictions imposed by the biennial state operating budget. Senior Vice Provost for Instructional Innovation, Brad Cohen, explained that the ‘inclusive access’ program was successfully piloted last Spring and Fall, received great response from students,
and resulted in significant savings directly to students for course materials provided at deeply discounted rates.

Trustee Scholl made a motion to recommend approval of the Elective Course Charges resolution to the full board; Trustee Coleman provided a second; the motion was unanimously approved.

- Resolution, Student Legal Service Fee Rate Increase

This resolution increases the current per semester legal fee from $12 to $15. The fee has not been increased in over fifteen years. The fee is non-mandatory and students may elect to opt-out of the assessment.

Trustee Scholl made a motion to recommend approval of the Student Legal Service Fee Rate Increase resolution to the full board; Trustee Robinson provided a second; the motion was unanimously approved.

- Consent Resolution, Undergraduate Scholarship Matching Program

VP Shaffer reviewed the resolution to extend the Undergraduate Scholarship Matching Program to the regional campuses. The program was originally established in 2013 and revised effective July 2018 for the Athens campus. Trustee Scholl noted this program extension is in line with the One OHIO University initiative.

Trustee Coleman made a motion to recommend the Scholarship Matching Program resolution be retained on the Consent Agenda; Trustee Scholl provided a second; the motion was unanimously approved.

- Consent Resolutions, Investment Policies
VP Shaffer reviewed verbiage changes to both the General Endowment Fund Investment Policy and the Century Bond and Deferred Maintenance Program Investment Policy to incorporate the revisions requested by Trustee Viehweger at the August 2018 meeting. The new policy language will require any revisions to the policies be provided to the university Board of Trustees on an annual basis, which is already happening in practice.

Trustee Coleman made a motion to recommend the Investment Policies resolution be retained on the Consent Agenda; Trustee Scholl provided a second; the motion was unanimously approved.

- Consent Resolutions, Capital Projects

SAVP and Chief Facilities Officer, Steve Wood provided details for capital projects for board approval. Requests include expenditure authorization for the remainder of the approved budget for HCOM Phase I Academic Replacement Space, a $725K budget increase for architectural revisions to the Chilled Water Plant 3 facility, funds to come from central reserves, and a $213K budget revision to the Konneker Alumni Center Renovation project to accommodate scope changes and a new sanitary line. The Konneker budget revision will be presented to the Foundation board at their February meeting.

The Capital Projects resolution and presentation materials for the Ridges Buildings 13, 14 and 18 Renovation project were updated, with copies provided to the trustees, to include information supporting a project budget revision request of $2.2M per the bids reviewed January 15. The budget revision is the result of combining other prioritized capital projects within the scope of this project for efficiency as well as revised scope to deal with deferred maintenance, utilities, and code compliance issues uncovered during the design discovery phase. VP Shaffer noted that the Ridges 13, 14 and 18 project is part of an Administrative Relocation strategy comprised of several phased projects tied to relocations required to repurpose space for the HCOM and Russ College Union Street Green projects. VP Shaffer shared with the trustees that the overall administrative relocation strategy within original scope would be accomplished within the targeted budget goal.

Six projects were requested for design and construction approval – HRTC Repurpose for HCOM, Sargent Hall HVAC Upgrades, Ridges Building 33 Roof Replacement, Central
Classroom Masonry Repairs, Ridges Building 37 Improvements-Roof Repair, and OUE Campus Chiller Replacement.

Trustee Casciani, a member of the university’s Architectural Design Advisory Committee (ADAC) which has reviewed the Chilled Water Plant 3 project location and design, voiced concern whether the additional $725K budget request to fund aesthetic, architectural enhancements for the Chilled Water Plant 3 was worth the expenditure. Following discussion among the trustees consensus was reached to retain the Chilled Water Plant 3 budget amendment as part of the resolution.

Trustee Scholl made a motion to recommend the Capital Projects resolution be retained on the Consent Agenda; Trustee Robinson provided a second; the motion was unanimously approved.

SAVP Wood concluded the Capital Projects update by sharing the successes of recent high-profile projects including 1) the December 21-22 complete shutdown of power to campus accomplished through significant effort by and coordination of the FMS staff, 2) the exterior upgrades to the COFA Jennings House, and 3) the Ellis Hall complete renovation project.

- Consent Resolution, IT Network Strategy

VP Shaffer summarized the information that CIO Craig Bantz shared at the October 2018 trustee meeting regarding the current state of the university’s data network and the unique, cost effective plan to provide $5.6M in one-time costs ($7.0M inclusive of potential tariff impacts) and $1.25M in annual base funds for continuous upgrades. The funds to cover the costs of the plan come from the existing operating budget with no new requests for funds, provided tariffs do not significantly impact the budget.

Trustee Scholl made a motion to recommend the IT Network Strategy resolution be retained on the Consent Agenda; Trustee Sheil provided a second; the motion was unanimously approved.

- Treasury Update
VP Shaffer shared that the two Capital Cities consultants scheduled to attend this meeting had travel difficulties. Capital Cities was retained in November 2014 to work with university’s Treasury team to oversee and manage the university’s short-term investment portfolio. Their presentation will be rescheduled for a future meeting. VP Shaffer reminded the trustees that the long-term investment portfolio has been managed by the outsourced Chief Investment Officer, Hirtle Callaghan, since 2008.

- **Information Items:**

  - Facility Project & Planning Updates – the information reports for Facility and Planning Projects are shared as part of each Board agenda. This meeting’s report includes the addition of the Active Capital Project Schedules report.

The meeting was adjourned.
Ohio University Board of Trustees

Audit and Risk Management Committee
Margaret M. Walter Hall, Room 104
January 17, 2019 – 4:00 PM

Present: Acting Audit and Risk Management Committee Steve Casciani, Board Chair Dave Scholl, Board Vice Chair Janelle Coleman, Trustees Eileen Sheil, Peggy Viehweger, Cary Cooper, Dell Robinson and Victor Goodman, National Trustee David Pidwell, Alumni Representative Casey Christopher, Student Trustees Faith Voinovich and Austin McClain, President Duane Nellis, and Secretary David Moore.

Acting Audit and Risk Management Committee Chair Steve Casciani called the meeting to order at 4:45 p.m.

Chief Audit Executive Report

Jeff Davis, Chief Audit Executive discussed the FY19 audit plan. Audits are currently in progress for the Financial Aid. Audits of Diversity and Inclusion were recently completed with final reports pending. Mr. Davis outlined Internal Audit’s work with Plante Moran on the NCAA Agreed Upon Procedures (AUP). The AUP is part of the external audit and involves reviewing ICA’s revenues and expenses. The status of current construction auditing was discussed. Final closeout audits were completed for McCracken Hall and Jefferson Hall. Two projects, HCOM and Clippenger Hall, are in the early stages of audit. Trustee Dave Scholl asked if the Ohio University Foundation was part of the University’s audit. Mr. Davis responded that the Ohio University Foundation was part of the audit completed by Plante Moran. Trustee Cooper asked if affiliated entities were included in the University’s insurance. Julie Allison, Assistant Vice President for Finance, responded they are component units on the University’s financial statements and are included in the University’s insurance.

At 4:52 p.m. Trustee Steve Casciani motioned to move to executive session. Trustee Dave Scholl seconded. The executive session was for the sole purpose of details relative to the security arrangements for the university, pursuant to the provisions of Ohio Revised Code Section 121.22(G)(6). Trustees Steve Casciani, Dave Scholl, Janelle Coleman, and Peggy Viehweger all voted yes. Vote was unanimous.

The executive session ended at 5:55 pm. Trustees Steve Casciani, Dave Scholl, Janelle Coleman, and Peggy Viehweger all voted yes. Vote was unanimous.

There was no unfinished business. Acting Audit and Risk Management Committee Chair Steve Casciani adjourned the meeting at 5:56 p.m.
Ohio University Board of Trustees

Compensation and Governance Committee

Minutes

Friday, January 18, 2019

Present were Chair Goodman and Committee members Cooper, Robinson, Sheil, Christopher and Student Trustee McClain. Trustees Viehweger, Scholl, Coleman, Pidwell, Casciani, Student Trustee Voinovich, President Nellis, Secretary to the Board David Moore and General Counsel John Biancamano were also in attendance.

The meeting was called to order at 8:30 AM.

1. **Annual Affiliated Entities Report**

Vice President Shaffer presented the annual affiliated entity report, included in the Board materials. She informed the Committee that University Medical Associates is in the process of dissolution. She also advised that Muskingum Recreation Center is being restructured and when that process is complete MRC will appear on the affiliate report.

2. **Compensation Update**

Colleen Bendl presented the 2018 Biennial Compensation Equity Review, included in the Board materials

3. **Student Senate Constitution**

Vice President for Student Affairs Jason Pina and Maddie Sloat, President of the Student Senate, discussed a proposed amendment to the Student Senate Constitution eliminating the need for Board of Trustees approval of amendments to the Constitution.

Chair Goodman presented a resolution stating that the Board has no objection to the amendment to the Student Senate Constitution. The Committee voted to approve the resolution for presentation to the full Board.
Trustee Cooper noted receipt of a letter from the Graduate Student Senate and asked for information about possible disagreements between the Student Senate and the Graduate Student Senate. Vice President Pina stated that he is urging both bodies to work together to resolve any disagreements about their respective responsibilities.

4. Discussion with Faculty Athletic Representatives

Chair Goodman reviewed the AGB Guidelines for the governance of university athletic programs. The Guidelines require Boards to exercise an appropriate level of supervision of athletics programs to protect the well-being of student athletes and to ensure that:

- admissions and academic policies are applied consistently for all students;
- academic standards are maintained; and
- measures to manage risks inherent in sports activities, including concussions, are informed by medical research.

The Committee discussed these and related issues with Faculty Academic Representatives Dr. Heather Lawrence-Benedict and Dr. Thomas Vander Ven. Athletic Director Jim Schaus and Deputy Athletic Director Amy Dean also participated in the discussion.

Chair Goodman stated his belief that we are abiding by the AGB Guidelines and he recognized the contributions of Drs. Lawrence-Benedict and Vander Ven, Mr. Schaus and Ms Dean toward achieving this goal. He stated that he will invite the Faculty Academic Representatives and Intercollegiate Athletics leadership to give an update at a future meeting.

The Committee adjourned at 9:30 AM.
Date: March 4, 2019

To: The Ohio University Board of Trustees

From: M. Duane Nellis, President

Re: President’s Report to the Board of Trustees

In my March 22nd report to the Board of Trustees, I will detail the recent progress we have made related to the University’s strategic pathways and priorities.

I will also highlight some of our most notable happenings since the previous Board meeting in January, such as:

- OHIO among nation’s leader in production of Fulbright Award winners
- President Nellis signs CEO Action for Diversity & Inclusion Pledge, committing to cultivating an environment where diverse experiences and perspectives are welcomed
- Inaugural “Challenging Dialogues” Lecture kicks off and tackles the power of civil engagement
- 2019 Russ Prize presented to the creators of the non-surgical procedure known as angioplasty with a stent
- Frontiers in Science lecture hosted by co-hosts of the popular podcast Gastropod
- OHIO team identifies and names new species of dinosaur with a heart-shaped tail bone
- Chronicle of Higher Education talks to OHIO Food Studies student about campus hunger
- Advancement travel locations and donor engagement events
- E.W. Scripps School of Journalism is the new home of the Kiplinger Program in Public Affairs Journalism
- Executive and academic leadership search progress updates
- Ohio University forms partnership with the University of Toledo and Deloitte Inc. to combat the opioid epidemic.
- President Nellis is appointed to the APLU’s Commission on Economic and Community Engagement
- Ohio University recognizes faculty, staff and student inventors

And some of the latest Bobcat Beacons of Excellence from students, faculty, staff and alumni including:

- Ohio University Beavercreek center to host new ARCNet consortium
- OHIO alumnus receives The Broadcasters Foundation of America’s 2019 Golden Mike Award
- Second annual Business of Games Summit brings renowned gaming experts to Ohio University
- OHIO Dance Team wins Dance Team World Championship in Orlando
- 2019 College Factual rankings are posted, and Ohio University makes the top-25 list in several categories
• For the 8th consecutive year, OHIO receives the Military Friendly® designation
• OHIO earns Tree Campus USA designation by the Arbor Day Foundation
• National Geographic features Ohio University on their list of best places to see cherry blossoms in the United States
• Feature film 22 Chaser has American distribution after great success in Canada, and is directed by Professor Rafal Sokolowski

The Presidential Spotlight presentation will feature a presentation on esports, its cross-disciplinary capabilities, and the many ways it can fit within higher education.
Interoffice Communication

Date: March 4, 2019

To: The President and Board of Trustees

From: Chaden Djalali, Executive Vice President and Provost
      Elizabeth Sayrs, Dean of University College, Senior Vice Provost for Undergraduate Education and Student Success

Re: Building and Enhancing a University Engagement Ecosystem

Based on the long history of Ohio University’s engagement with a variety of partners to make a difference on our campuses, in our region, and in the world, President Nellis has identified building an engagement ecosystem as one of the university’s strategic pathways, particularly noting the opportunities to “develop approaches that look to a new and sustainable economy through innovation and other strategic support,” and to act as “a catalyst of economic and quality of life change.”

This discussion will begin with a brief overview of our approach toward a common and expanded understanding of what constitutes the “engagement ecosystem” by aligning our definitions with national trends, focusing particularly on the definition of community engagement by the Carnegie Foundation for the Advancement of Teaching and Learning:

Community engagement describes the collaboration between institutions of higher education and their larger communities (local, regional, state, national, global) for the mutually beneficial creation and exchange of knowledge and resources in a context of partnership and reciprocity.

We will also briefly highlight our progress on the Carnegie Community Engagement classification. We will then hear from a panel of faculty and staff whose work represents several different kinds of engagement from across the broad spectrum of the engagement ecosystem. We will conclude with questions and conversation, including discussion of possible next steps to enhance the engagement ecosystem.
4 March 2019

TO: David Moore, Secretary, Board of Trustees
FROM: Joseph McLaughlin, Chair, Faculty Senate

Re: Annual Presentation to the Board

I look forward to the annual presentation of the Faculty Senate chair to the Board of Trustees on March 22, 2019. This year, I plan to address two topics during my time.

1. Response to RHE Study Group Report—summary of issues and questions that arose during visits with faculty on four of our regional campuses in January and February.

2. Annual census data of Group I, II, and Clinical Faculty with 0.50 and above FTE.

I am also available to provide comment or answer any questions the Board might have concerning faculty-related topics and issues.