Thursday, October 18, 2018

7:30 am  Executive Committee – Walter Hall 125/127
         Executive Session

9:00 am  Academics and Student Success Committee – Walter Hall 104

11:30 am Lunch with Co-Lab
         Trustees, President, Provost

1:15 pm  Resources, Facilities, and Affordability Committee – Walter Hall 104

3:45 pm  Break

4:00 pm  Audit and Risk Management Committee – Walter Hall 104

5:30 pm  Alumni Reception
         Trustees, President, Provost

Friday, October 19, 2018

7:45am   Photos

8:00 am  Governance and Compensation Committee – Walter Hall 104

9:00am   Main Board Meeting – Walter Hall 104

10:30am  Media Availability – Walter Hall 125/127

11:00am-1:00pm Trustee Luncheon - Strategic Planning w/ Alumni – Walter Rotunda
Committee Agendas
AGENDA
Executive Committee
Ohio University, Athens OH – Walter Hall 104
Thursday, October 18, 2018 – 7:30am

EXECUTIVE SESSION
AGENDA
Academics and Student Success Committee
Ohio University, Athens OH – Walter Hall 104
Thursday, October 18, 2018 – 9am

Academic Quality - Dashboard
  Tab 3 Academic Quality Dashboard: College of Fine Arts

Standing Reports and Updates
  Tab 4 Consent Resolution: Review of Centers and Institutes
  Tab 5 Consent Resolution: Regional Coordinating Council Appointments
  Tab 6 Enrollment Update
  Tab 7 Community Standards and Student Responsibility Update
  Tab 8 Clery Report

Academic Quality – Initiatives
  Tab 9 AQH – Supporting First Generation Students
  Tab 10 Consent Resolution New Program – CoFA BFA Film
  Tab 11 Consent Resolution New Program – HTC BA Global Studies
  Tab 12 Consent Resolution New Program – PCOE MS Tennis Professional Management
AGENDA
Resources, Facilities, and Affordability Committee
Ohio University, Athens OH – Walter Hall 104
Thursday, October 18, 2018 – 1:15pm

Tab 13 Financial Update – ’18 results; ’19 forecast; ’20 Budget
Tab 14 Resolution Fees Approval (MSW)
Tab 15 Consent Resolution Scholarship Matching Program
Tab 16 Consent Resolution Capital Projects
Tab 17 Consent Resolution Easement Process
Tab 18 Consent Resolution OU Lancaster Municipal Gas Department Easement
Tab 19 Consent Resolution City of Athens Richland Avenue Easement
Tab 20 Consent Resolution Columbia Gas E Park Drive Athens Easement
Tab 21 Consent Resolution Columbia Gas S Green Drive Athens Easement
Tab 22 Consent Resolution OU Zanesville NGO Easement
Tab 23 Student Investment Program Update
Tab 24 IT Network Strategy

Information Items:
   Tab 25 Facility Project & Planning Update
   Tab 26 Treasury Update – Century Bond First Supplement to Notice of Award
AGENDA
Audit and Risk Management Committee
Ohio University, Athens OH – Walter Hall 104
Thursday, October 18, 2018 – 4:00pm

Tab 27 Chief Audit Executive Update
Tab 28 Plante Moran Update
Tab 29 CAE Update & items
Tab 30 Resolution FY18 Audited Financial Statements
Tab 31 NCAA Compliance Report
AGENDA
Governance and Compensation Committee Meeting
Ohio University, Athens OH – Walter Hall 104
Friday, October 19, 2018 – 8:00am

Tab 32 Collective Bargaining Agreements Update
Ethics Training
AGENDA
Board of Trustees Meeting
Ohio University. Athens OH, Walter Hall 104
Friday, October 19, 2018, 9:00am

Roll Call

Approval of Agenda

Tab 1 - Approval of Minutes: Board of Trustees’ Meeting of June 22, 2018

Comments from the Chair of the Board of Trustees

Tab 2 - Report from the President

Pedagogy for Critical Thinking Discussion

Committee Information Items and Resolutions

- University Resources, Facilities, and Affordability Committee
- University Academics and Student Success 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 4 - Consent Resolution: Centers and Institutes Review
Tab 5 - Consent Resolution: Regional Coordinating Councils Appointments
Tab 10 - Consent Resolution: New Program CoFA BFA Film
Tab 11 - Consent Resolution: New Program HTC Global Studies
Tab 12 - Consent Resolution: MS Tennis Prof Mgt
Tab 15 - Consent Resolution: Scholarship Match Program
Tab 16 - Consent Resolution: Capital Projects
Tab 17 - Consent Resolution: Easement Process
Tab 18 - Consent Resolution: City of Lancaster, Easement
Tab 19 - Consent Resolution: City of Athens Richland Ave Easement
Tab 20 - Consent Resolution: Columbia Gas E Park Dr Easement
Tab 21 - Consent Resolution: Columbia Gas S Green Dr Easement
Tab 22 - Consent Resolution: Zanesville Easement

Unfinished Business

New Business

Communications, Petitions, and Memorials

Announcement of Next Stated Meeting Date

Adjournment
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. 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.
Main Board Meeting
Minutes
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Chair Dave Scholl called the August Meeting of the Ohio University Board of Trustees to order at 3:17pm.

Roll Call
Board Secretary David Moore called roll.

Present: Chair Dave Scholl, Vice Chair Janelle Coleman; Trustees Steve Casciani, Cary Cooper, Victor Goodman, Eileen Sheil, Diane Smullen, 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 2018 August Meeting of the Board of Trustees. Trustee Goodman moved to approve the agenda; Trustee Robinson seconded; Chair Scholl called for a vote; with all in favor, the agenda was approved.

Approval of Agenda
Chair Scholl asked to approve the minutes of the August 2018 meetings of the Board of Trustees; Trustee Robinson moved to approve the minutes; Trustee Coleman seconded; Chair Scholl called for a vote; With all in favor, the minutes were approved.

Reports

Report from Chair
Chair Scholl reviewed the day’s events and reminded the Trustees that there would be a Trustees’ retreat the following day with regional higher education, liberal arts, and communications and marketing as topics for discussion.

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 shared details regarding recent hires and changes to university leadership. President Nellis also summarized our recent progress in advancing the institution’s strategic pathways and priorities.

Specifically, President Nellis highlighted:
• Aerospace Business Matchmaker: Doing Business with NASA
• Association of Public and Land Grant Universities (APLU) Meeting
• Ph.D. Students Visiting from Ghana
• SUSI Scholars
• Fulbright Scholars
• Lancaster Festival
• Summer Law & Trial Institute
• OHIO Summer Showcase
• Regional Campus Business Roundtables
• Ohio University named one of the most LGBTQ-friendly online colleges in the Nation and #2 most affordable LGBTQ-friendly online college in America
• New OHIO Honors Program will launch with 50 students in the 2018-19 academic year
• Ohio University funded new College Bound Program through the Gladys W. and David H. Patton College of Education

President Nellis asked members of the Voinovich School (Mark Weinberg, Dean of the Voinovich School; Cindy Money, Lean Coordinator and Training Manager, Ohio Environmental Protection Agency; Jay Johnson, Director of the Voinovich Academy; Robin Myers, Talent Development and Training Manager, City of Dublin) to participate in a panel for the Presidential Spotlight presentation. The Presidential Spotlight presentation highlighted the George V. Voinovich Academy for Excellence in Public Service Academy. This is still a relatively new endeavor in Dublin, having launched in early 2018, that has already seen early success with word spreading quickly of the program throughout Central Ohio. To date, the Academy has provided continuing education to employees with the City of Dublin, City of Hilliard, ODOT, Ohio EPA and other government agencies.

Chair Scholl thanked President Nellis for his report.

**Intercollegiate Athletics Discussion**
Chair Scholl asked Athletic Director (AD), Jim Schaus, to come forward and lead global and wholistic discussion on intercollegiate athletics issues that are not only germane to Ohio University but relevant to the national scene of athletics.

AD Schaus reviewed six topics including Academics, Health, Arms Race, Commission on College Basketball Report, and Gambling, that were chosen to provide the Trustees a broad understanding of the athletics landscape. Trustees asked follow-up questions on topics such as, the possibility of student athletes returning to their studies after their athletic careers, the adherence of Athletic Department to advice providing by the Association of Governing Boards (AGB), and the effects of rest on student-athlete health and the need to do a study to determine those effects, the credentials of strength coaches, Chair Scholl and Trustee Goodman recommended that Jeff Davis, Chief Executive Auditor, consider an annual audit to confirm the university’s alignment to AGB’s principles on athletics. Trustee Robinson suggested that occasionally as national issues arise that the Board be presented with a case study to review the issue and OHIO’s
associated risk (if any). Trustee Coleman asked about supplemental funding for student athletes. AD Schaus mentioned that there was cost-of-attendance payments for full scholarship student athletes. Trustee Goodman asked about the idea that strength coaches not report to coaches; AD Schaus confirmed that OHIO’s strength coaches reported to administrators in the athletic department. Chair Scholl asked about how OHIO ranks in the MAC as far as financial resources provided to athletics. AD Schaus responded that while he is always concerned about keeping pace with resource allocations, but he feels that IAC is supported well by university administration. AD Schaus reiterated that he appreciated the comments and suggestions and would continue to strive to meet the expectations of the Board and President. President Nellis applauded AD Schaus for running a clean and competent athletic program that focuses on student-athlete success and for his role in maintaining quality programs for them.
Chair Scholl thanked AD Schaus for the information and discussion.

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 University Dashboard, an update on enrollment, and an accreditation update.

There were no resolutions or 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.

Audit and Risk Management Committee

Chair Scholl asked Committee Chair Smullen to give the Audit and Risk Management Committee Report. Committee Chair Smullen stated that the Audit and Risk Management Committee received the Chief Audit Executive’s Report from Jeff Davis. We also received a report on Enterprise Risk Management and an update from Plante Moran, our external auditor.

Committee Chair Smullen stated that the committee is moving forward a Resolution on the Audit and Risk Management Committee Charter, located on Tab 2 of the August Board Agenda. Committee Chair Smullen stated that the Board recognizes the benefit of maintaining a charter that addresses the Committee’s role, authority, responsibility, scope, and accountability.

Committee Chair Smullen motioned to approve the Audit and Risk Managements Committee Charter Resolution.
WHEREAS, the Bylaws of the Board of Trustees require the standing appointment of the Audit and Risk Management Committee, (“the Committee”); and

WHEREAS, the Board recognizes the benefit of maintaining a charter that addresses the Committee’s role, authority, responsibility, scope, and accountability; and

WHEREAS, the most recent revision of the Committee’s charter was approved by the Board in October 2016 (Resolution No. 2016-3589); and

WHEREAS, the Board has reviewed a proposed revision to the Audit and Risk Management Committee Charter;

NOW, THEREFORE, BE IT RESOLVED that the Ohio University Board of Trustees approves the revised Audit and Risk Management Committee Charter attached hereto as Exhibit A.

Trustee Casciani seconded the motion. Chair Scholl called for a vote. With all in favor the resolution passed.
OHIO UNIVERSITY BOARD OF TRUSTEES
AUDIT AND RISK MANAGEMENT COMMITTEE CHARTER

I. PURPOSE

The Audit and Risk Management Committee (herein "Committee") is appointed by the Board of Trustees to consider and make recommendations for action by the board related to the audit committee’s oversight responsibilities. The audit committee will oversee: the university’s process for the recommendation to the board for the appointment of the external audit firm; external audits of financial operations, including the receipt of related reports; the internal audit function, including receipt of its reports; the effectiveness of the university’s internal control and risk management system and its process for monitoring compliance with laws and regulations; and the university’s whistleblower reporting mechanism. The Committee will take all actions it deems appropriate to set the university’s overall tone for sound financial and risk practices, and ethical behavior.

II. COMPOSITION

a. The Board of Trustees chairperson (chairperson) will annually appoint no fewer than three (3) audit committee members.

b. At least one member of the audit committee should have expertise in understanding financial statements, internal controls, and audit committee functions. These qualifications shall be determined by the chairperson through a review of the Committee member’s resume or through an interview with the member.

III. RESPONSIBILITIES

With regards to each topic, the audit Committee will:

a. External Audit
   - Recommend appointment of the external auditor to the board as authorized by the Ohio Auditor of State for the annual audit of the university. A five-year contract with the external auditor is expected and can be extended, based on the standards of and approval by the Auditor of State. The audit Committee will review the university’s scoring of the external audit proposals, the results of which will be forwarded to the state for final approval.
   - Review the external audit engagement letter that will be signed by the chairperson. Discuss with the external auditors the proposed audit scope and approach, including coordination of audit effort with internal audit, as part of the annual entrance conference.
   - Evaluate annually, the external auditor’s qualifications and performance, taking into account the opinions of management and the Chief Audit Executive (CAE), and report conclusions to the board.
   - Following the completion of the annual audit, the audit Committee shall review the university’s draft audited financial statements, reports on internal controls,
OHIO UNIVERSITY BOARD OF TRUSTEES
AUDIT AND RISK MANAGEMENT COMMITTEE CHARTER

compliance and federal programs along with management’s response to any weaknesses or deficiencies identified in the report, as part of the annual exit conference.

- Review any disagreements between the external auditor and management concerning matters that could be significant to the university’s financial statement or the auditor’s report.
- The committee shall also review work performed by the external auditors.
- At least annually, the committee shall meet with the external auditors to discuss any matters that the committee or the external auditors believe should be discussed privately.

b. Internal Audit
- Review and authorize any proposed changes to the internal audit charter, which has been established by board resolution.
- Review all decisions regarding the budget of the internal audit function and the evaluation, compensation, appointment, or removal of the CAE.
- Make appropriate inquiries of management and the CAE to determine whether scope or budgetary limitations impede the ability of the internal audit function to execute its responsibilities.
- Review the internal audit risk assessment process and approve the related annual audit plan at the last full board meeting each fiscal year.
- Review annually at the first full board meeting of each fiscal year, the work plan performance, activity, budget, and staffing of the internal audit function.
- Regularly receive internal audit reports including management’s response as to corrective action taken for internal audit recommendations.
- As needed, receive presentations by management, related to corrective action taken for any follow-up internal audit report given an audit opinion rating of “ Improvement Needed” or “ Major Improvement Needed”.
- On a regular basis, meet with the CAE to discuss matters that the committee or the CAE deem appropriate.

c. Internal Controls
- Evaluate regularly, through review of external and internal audit reports and communications by management, whether management is establishing the appropriate "control culture".
- Evaluate regularly, through consideration of internal and external audit recommendations, the overall effectiveness of the university’s internal control framework. Review, through internal and external audit reports, whether significant findings and recommendations made by the internal and external auditors have been implemented by management.
**OHIO UNIVERSITY BOARD OF TRUSTEES**

**AUDIT AND RISK MANAGEMENT COMMITTEE CHARTER**

d. **Compliance**  
- At least annually, obtain updates from management and, as appropriate, from university legal counsel regarding compliance matters that may have a material impact on the university’s financial statements or compliance policies.  
- Annually review the process for communicating the code of conduct to university personnel, and for monitoring compliance with it.  
- Ensure that there are effective procedures for anonymous receipt and treatment of complaints regarding the university’s accounting, internal controls and audit matters. Annually, review a summary of complaints that have been received.

*Resolution 2016—3580 (Internal Audit Charter) was approved by the Ohio University Board of Trustees October 2016*

e. **Risk Management**  
- The Committee shall meet on a regular basis with members of management to review business risk management processes, which include the identification, assessment, mitigation and monitoring of risks on a University-wide basis.  
- The Committee shall coordinate its oversight of business risk management processes with other committees of the Board having primary oversight responsibility for specific risks and annually review for the Board which committees maintain such oversight responsibilities and the overall effectiveness of business risk management processes.

*Resolution 2016—3589 (Internal Audit Charter) was approved by the Ohio University Board of Trustees October 2016*
Committee Chair Smullen 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 had no pending issues and so did not meet to conserve time.

Chair Scholl thanked the Committee.

Resources, Facilities and Affordability Committee

Chair Scholl asked Committee Chair Viehweger to give the Resources, Finances, and Affordability Committee Report. Committee Chair Viehweger reported that the committee received an update on the Endowment and reports on Affordability and Efficiency, Facilities, Operations, and Sustainability, as well as Facility Project and Planning updates.

Committee Chair Viehweger reported that the committee approved the following resolutions to remain on the consent resolution agenda.

- Consent Agenda Item: Capital Projects – Design through Construction
  This resolution authorizes the University to undertake the following projects as described in Tab 6 of the August Board Agenda.

  Design & Construction Requests:
  - Chilled Water Plant 3-Plant and Utility Distribution
  - Konneker Research Ridges 25HVAC & Boiler System Upgrade
  - Weld, Armbruster, Atkinson and Smith Demolition
  - Campus Steam System Repairs
  - Ridges Circle Roadway Repair
  - Convocation Center Concrete Repair
  - Lancaster Campus Brasee Hall Roof Replacement

Additionally, the committee considered the following Consent Agenda Item

- Consent Agenda Item: Investment policies
This resolution adopts the General Endowment Fund Investment Policy and the Century Bond and Deferred Maintenance Program Investment Policy as adopted by the Foundation board on June 9, 2018, as it applies to the University endowment funds and long-term century bond funds. Details of this resolution are described in Tab 5 of the Board Agenda.

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.

Executive Committee
Chair Scholl reported that on Thursday, the Executive Committee went into Executive Session to discuss threatened or pending litigation and that the Executive Committee also met earlier this morning and went into Executive Session to discuss the Compensation of a University Employee.

Chair Scholl stated that no additional issues were discussed in Executive Committee.

Consent Agenda
Chair Scholl stated that the Board had an intact Consent Agenda.

Trustee Smullen moved to approve the consent agenda; Trustee Casciani seconded; with all in favor, the consent agenda was approved as follows:
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 June 9, 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 June 9, 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 June 9, 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.
WHEREAS, construction and renovation projects with a total project budget of $500,000 or more require Board approval; and

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

WHEREAS, the following projects are presented for Board approval:

Design & Construction Requests:

<table>
<thead>
<tr>
<th>Project</th>
<th>Current</th>
</tr>
</thead>
<tbody>
<tr>
<td>Konneker Research Ridges 25 HVAC and Boiler System Upgrade 2018</td>
<td>$5,000,000</td>
</tr>
<tr>
<td>Weld, Armbruster, Atkinson and Smith Demolition 2018</td>
<td>$3,000,000</td>
</tr>
<tr>
<td>Campus Steam System Repair 2019</td>
<td>$1,500,000</td>
</tr>
<tr>
<td>Ridges Circle Roadway Repair 2018</td>
<td>$702,000</td>
</tr>
<tr>
<td>Convocation Center Concrete Repair 2018</td>
<td>$600,000</td>
</tr>
<tr>
<td>Lancaster Campus Brasee Hall Roof Replacement 2018</td>
<td>$575,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$11,377,000</strong></td>
</tr>
</tbody>
</table>

Modification of Design & Construction Requests:

<table>
<thead>
<tr>
<th>Project</th>
<th>Previous</th>
<th>Current</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chilled Water Plant 3-Plant and Utility Distribution</td>
<td>$3,600,000</td>
<td>$27,250,000</td>
<td>$30,850,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$3,600,000</strong></td>
<td><strong>$27,250,000</strong></td>
<td><strong>$30,850,000</strong></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.
Secretary Moore announced that the next meeting of the Ohio University Board of Trustees would be on October 18th and 19th on the Athens OH campus.

The August 2018 Meeting of the Ohio University Board of Trustees adjourned at 4:35 pm.
Subcommittee Minutes
Ohio University Board of Trustees
Executive Committee
Tuesday August 21, 2018
Ohio University, Dublin Integrated Education Center

Chair Scholl called the meeting to order at 7:49am

Present: Chair David Scholl; Vice Chair Coleman; Trustees Steve Casciani, Cary Cooper, Victor Goodman, Eileen Sheil, Diane Smullen, Dell Robinson, and Peggy Viehweger; National Trustee David Pidwell; Student Trustees Faith Voinovich and Austin McClain; Secretary David Moore; President M. Duane Nellis.

Chair Scholl asked for a motion to go into Executive Session to discuss threatened or pending litigation and to discuss the compensation of an employee.

Trustee Goodman made the motion; Trustee Coleman seconded; Chair Scholl called for a roll call vote. The motion passed unanimously at 7:52am.

At 10:40am Chair Scholl asked for a motion to go out of executive session.

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

Chair Scholl adjourned the meeting at 10:16am.
Ohio University Board of Trustees
Audit and Risk Management Committee Meeting
Tuesday, August 21, 2018
Ohio University–Dublin Integrated Education Center, Room 246

Committee members present included Committee Chair Diane Smullen; Trustees Steve Casciani and Peggy Viehweger; National Trustee Dave Pidwell; Student Trustee Faith Voinovich; Other Trustees in attendance included Board Chair Dave Scholl Board Vice Chair Janelle Coleman, Trustees Cary Cooper, Victor Goodman, Dell Robinson, Eileen Sheil; Student Trustees Austin McClain, along with President Duane Nellis and Board Secretary David Moore.

Audit and Risk Management Committee Chair Smullen called the meeting to order at 10:40 a.m.

**FY 2018 External Audit Update**

Danny Sklenicka from Plante Moran provided the committee with an update on the status of the FY18 audit. There were no audit findings to report as a result of their audit work to date. Mr. Sklenicka reminded the trustees of the exit conference scheduled for October 4th at 10:00 a.m. There were no questions or comments.

**FY19 Audit Plan Status**

Jeff Davis, Chief Audit Executive (CAE) discussed the FY19 audit plan. Mr. Davis mentioned that an audit of the Office of Diversity and Inclusion has been added to the FY19 audit plan. Mr. Davis also stated that three FY18 audits were recently completed with final reports being issued for two of those audits. There were no questions or comments.

**Audit and Risk Management Committee Charter**

CAE Davis discussed proposed changes to the committee charter. The proposed changes are to rename the charter the Audit and Risk Management Committee charter to reflect the current name of the committee and to add an additional section to the charter to address the risk management responsibility of the committee. A resolution to approve the changes was motioned by Trustee Viehweger; Trustee Casciani provided a second; Committee Chair Smullen called for a vote; the motion was unanimously passed. There were no questions or comments.

**Enterprise Risk Management**
Deborah Shaffer, Vice-President for Finance and Administration (VPFA), presented on the University’s approach to enterprise risk management (ERM). The University has engaged Gallagher to assist Ohio University with the implementation of a holistic, proactive approach to managing organizational risks with a strategic plan to ensure the program’s ongoing success. VPFA Shaffer discussed the methodology, key activities, timeline, and the proposed ERM Charter Framework. Trustee Casciani asked when the last ERM effort was completed. EVPA Shaffer talked about the history of ERM at Ohio University and the changes that will be implemented for the current approach. Board Chair Scholl mention a presentation regarding ERM at an Association of Governing Boards conference. Board Chair Scholl also mentioned the Ohio University Foundation’s ERM efforts. Trustee Cooper asked about affiliated entities and whether or not these entities would be included in ERM. VPFA Shaffer stated that the risks associated with affiliated entities would be included.

There was no unfinished business. Committee Chair Smullen adjourned the meeting at 11:05 a.m.
Committee Chair Cary Cooper called the meeting to order at 1:58pm. Committee members present included Trustees Victor Goodman, Dell Robinson, Eileen Sheil; Student Trustee Austin McClain; Faculty Representative Sara Helfrich. Other board members present included Chair Dave Scholl, Vice Chair Janelle Coleman, Trustees Steve Casciani, Diane Smullen, Peggy Viehweger; Student Trustee Faith Voinovich, along with President Duane Nellis and Board Secretary David Moore.

Executive Vice President and Provost (EVPP) Djalali expressed his appreciation for the warm welcome he has received into the Ohio University community.

University Dashboard

EVPP Djalali introduced Barbara Wharton, Associate Provost (AP), Institutional Research & Effectiveness, to present the University dashboard (refer to Tab 10 of the August 2018 agenda).

Trustee Goodman asked whether, when the dashboard is revamped to align with the Strategic Priorities, it will include data on athletes’ retention, grades, courses, etc. He requested that the full Board of Trustees include such information in its dashboard change recommendations. AP Wharton remarked that measures like these are tracked and could be added, although some metrics use slightly different definitions may need to be clarified to ensure consistent interpretation of data.

President Nellis mentioned that through the new Association of Public and Land-grant Universities (APLU) Cluster Initiative, OHIO is partnering with other national and regional universities, including the University of Virginia, to look at and share best practices on retention and completion, with the potential for further improving our own performance on these metrics.

Trustee Casciani asked what incentives exist to focus on graduating students in four years. President Nellis responded that graduation rates factor into OHIO’s State Share of Instruction (SSI) allocations. AP Wharton explained that because SSI pays by the degree, OHIO has an incentive to move students through promptly and bring in additional students; however, she acknowledged that the choice of when to graduate is often up to the student; some who might otherwise graduate early due to participation in College Credit Plus and other dual-credit programs prefer instead to take advantage of the OHIO Guarantee to pursue double majors, study abroad or participate in cocurricular activities.
President Nellis added that students may use their time in other ways as well, such as moving early into graduate programs, or pursuing additional coursework to improve their credentials and competitiveness. EVPP Djalali said the revised dashboard should track those students earning three-year degrees to see what they do next, as there is a national trend toward students pursuing additional credentials.

Committee Chair Cooper inquired about the interpretation of the “Student/Faculty Interaction” data on the dashboard. AP Wharton responded that the data are derived from student responses to a cluster of questions on the National Survey of Student Engagement (NSSE) that ask about how often, and in what ways, faculty and students interact. She added that the dashboard shows OHIO’s summed responses across the cluster of questions, but that the dashboard could be revamped to break out individual questions. Committee Chair Cooper asked what a “good” score would be, and how an institution would go about improving it. AP Wharton said OHIO is doing well but is not in the top 5-10% in the nation. She added that to improve scores would require designed interventions to make sure students have maximum opportunities for interaction with faculty. Committee Chair Cooper also inquired about the survey response rates. AP Wharton responded that NSSE survey rates are typically low—as low as 10 percent—but that this is not unusual across institutions. She noted that OHIO achieved a 28-percent response rate with a different, internally administered student survey this spring, but this was largely because students received free things for filling it out. She added that it helps when a survey is obviously University-sanctioned; but because NSSE sends its annual surveys directly to students, it can be hard to get students to recognize it as a university-related solicitation, which negatively impacts response rates.

Chair Scholl noted that on the slide showing student/faculty interaction data, the metrics in the bottom section appear to cluster around environmental factors, while the metrics in the top section essentially measure what the student “pays for.” AP Wharton said that the questions in the lower part of the slide have more to do with students’ personal learning strategies, e.g., whether they typically review their notes after class. Trustee Scholl asked how OHIO’s performance compares with other institutions. AP Wharton replied that OHIO’s results are typical, and that the highest numbers might be around 20 percent. She said that NSSE generally does not release the scores to the public because it does not want its data used in institutional rankings.

President Nellis said that the Higher Learning Commission’s accreditation standards include an expectation of assessment that enables a comparison of freshman- to senior-year responses; he added that, since so many institutions participate in NSSE, it also enables OHIO to compare itself with similar institutions’ performance. Chair Scholl noted that if the first slide shows data from an incoming class and later slides show seniors, comparing the two shows faculty interaction skyrocketing, an indication that OHIO’s educational efforts are working. President Nellis stated that OHIO is above its peer institution in seniors’ faculty-interaction scores.

EVPP Djalali pointed out slide 6 of the presentation, which included the number of OHIO students taking no online courses at all. He said that some institutions are now requiring that their students take at least one online class, the rationale being to teach them how to learn efficiently in that environment because they will need to do online
learning later in their lifetimes. He suggested that OHIO consider doing the same. AP Wharton said that OHIO already has the most hybrid courses in the state, so we are well on our way.

Enrollment Update

Craig Cornell, Senior Vice Provost (SVP) for Strategic Enrollment Management, provided an update on summer enrollments (*refer to Tab 11 of the August 2018 agenda*).

He noted that the freshmen count is down 45 students (-1.1%) from mid-August last year, at 3,955. Given this year’s late Bobcat Student Orientation registration dates, however, he expected this number to increase by fall start, to about 50-75 students below last years’ class of 4,405. He also said transfers are currently at 358, which is down by 23 from last year, but with the late BSO registration dates he expects this number to end up flat with last year.

SVP Cornell reported that the number of returning undergraduate students is currently 12,443, which is down 546 (-4.4%) from last year. Undergraduate online enrollments are currently 4,747, which is down 394 (-7.6%). However, he added that there will be some variability in this number because different online programs have different start dates, and we still have months ahead to recruit for the second and third online sessions.

He stated that retention is currently 81.1%, which is up by 1.1%; he noted that this increase, if it holds, would offset some of the slight downturn in the freshman count. He added that the increased retention rate also speaks well to the effectiveness of OHIO’s student-success initiatives.

SVP Cornell said that the number of graduate students is currently 1,284, down 47 (-16%). However, he added that we generally pick up an additional 1,000 or so between this time of year and the final fall count. He said that graduate online enrollments stand at 2,180, which is up by 55 (2.5%), and he anticipates this number will climb a bit further due to the nature of online enrollments. He reported that Dublin’s graduate enrollment is currently 83, which is down by 8 (-9.6%), and RHE is down by 432 (-7.3%) to 5,500. Meanwhile, he said HCOM’s enrollment stood at 971, which is up by 58 (-6.4%).

SVP Cornell said that overall, enrollment is 31,699 which is down 1,657 (-4.9%) from this point last year. He then showed historical and projected enrollment and revenue data, which are used in developing the University’s annual budget. A decline in net undergraduate tuition and fees is being offset this year by an increase in net graduate tuition and fees, but the overall trend in enrollments suggests that they peaked in FY17 and will gradually decline. This projected trend should shape future budget processes.

Trustee Sheil asked whether e-learning enrollments spike during certain times of the year, such as when students go home for the summer. SVP Cornell responded that the biggest enrollments usually occur during the fall, and that we strongly promote fall starts. He said Nursing has three start times, and that the enrollments drop off for each subsequent one. The College of Arts & Sciences is now encouraging students to fulfill their requirements online so they can get them out of the way while living at home. He added that OHIO is the largest online provider among the state’s public institutions.
Chair Scholl asked whether there is any mechanism to contact online students who drop out and ask them why they left, and if so, whether we renegotiate financial packages if we learn that finances are the reason? SVP Cornell responded that throughout the year we have ongoing mechanisms to follow up with students who aren’t returning to find out why; when we know it’s a financial issue, he added, we put them in touch with Financial Aid to look for a solution. He said that OHIO has a pool of institutional dollars that can be used to help. Elizabeth Sayrs, Dean of University College and Senior Vice Provost for Undergraduate Education and Student Success, said that student success advisors reach out systematically to follow up with those who want to come back and help them address the barriers they face. SVP Cornell further noted that even when students don’t come back, that data feeds into our “Starfish” database and improves our ability to identify at-risk students before they leave. Chair Scholl remarked that it would be interesting to see data on how much institutional aid is going to students who leave, so that we might target future institutional investments in those who are more likely to stay. SVP Cornell said that they are looking at it, with a goal toward moving that number toward zero.

SVP Cornell reported that OHIO is working to strategically align enrollment and long-term budget forecasting through the establishment of the Strategic Enrollment Executive Committee (SEEC). Trustee Casciani asked whether the head of University Communications and Marketing (UCM) should be included in SEEC. President Nellis expressed appreciation for the recommendation. Trustee Sheil said that including the UCM director would be helpful, as it is important to see the marketing plan aligned as well. EVPP Djalali added that from a marketing perspective, it is important to look at what we’re good at and let that be the driver of our value proposition, rather than just trying to play catch-up with what other institutions are doing.

Accreditation Update

AP Wharton updated the Committee on the Higher Learning Commission’s phasing-out of the “Academic Quality Improvement Program (AQIP) Pathway” and conversion to the “Open Pathways” accreditation process over the next two years (refer to Tab 12 of the August 2018 agenda).

Vice Chair Coleman asked whether there is any other option now besides Open Pathways. AP Wharton said that with AQIP ending, all schools are automatically being moved to Open Pathways. She added that the only other option is specifically intended for new schools.

Committee Chair Cooper asked if the AQIP accreditation that OHIO passed is still good until 2023. AP Wharton affirmed that it is. She said site visits will still be part of the new process. President Nellis added that there will be a longer cycle between visits. AP Wharton also noted that there will be fewer Action Projects, and that overall the Open Pathways process will be less work; but she added that we will still need to have strategic initiatives as part of the process even though we will not be required to report them separately.

There being no further business, Committee Chair Cooper adjourned the meeting at 3pm.
Committee Chair Peggy Viehweger called the meeting to order. Committee members present included Trustee Steve Casciani, Trustee Diane Smullen, Student Trustee Faith Voinovich, National Trustee David Pidwell, Faculty Representative Susan Williams, and President Nellis. 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, and Student Trustee Austin McClain.

- Endowment Review

Vice President for Finance and Administration (VPFA), Deb Shaffer, introduced the University’s new Director of Investments, Dave Gaume. Mr. Gaume joined the University this summer and comes with extensive experience in the investment industry, most recently with Rensselaer Polytechnic Institute (RPI). His primary function will be coordination of the University’s and Foundation’s long-term investment portfolios, serving as liaison to Hirtle Callaghan (HC), the Foundation’s outsourced Chief Investment Officer (CIO) since 2009 and primary senior staff to the Investment Committee of the Foundation Board.

Mr. Gaume and Candice Casto, AVP Foundation Finance and Administration, provided the Trustees with the annual Endowment Review and update. The University’s Board has entrusted the Investment Committee of the Foundation Board with oversight of its long-term investment portfolio, in accordance with the approved investment policies. The assets under management in the long-term pool include the endowments of both entities as well as a portion of each entities working capital.

As of June 30, 2018 the total market value of long-term portfolio was $710.8M and the FY18 portfolio return was 6.5%. The FY18 return lagged the prior year’s 12.7% return, but positive performance in July 2018 resulted in a July 31 market valuation of $724M. At June 30, 2018 the portion of the pool representing the endowment market value was at a record high $567.6M, representing 80% of pooled investments. Mr. Gaume reviewed the current asset allocation of the pool, the 1-, 3-, 5-, and 10-year performance, and the investment performance versus peers. For the fiscal year ended June 30, 2018, investment returns lagged the 1-, 3-, and 5-year benchmarks with the HC inception-to-date return (since July, 2009) of 8.5% exceeding the policy diversified benchmark by 0.5%.
In order to maintain intergenerational equity as well as support the Board approved spending policy of 6% (4% designated/restricted use plus 2% administrative fee) the long-term pool needs to achieve a total return of 8.4% (HEPI) or 7.8% (CPI) which preserves the value of the portfolio against inflation (currently 2.4% HEPI or 1.8% CPI). The current 5.5% current expected return lags this required return. Trustee Casciani asked about the process for review of the spending rate and fees charged to endowments, specifically the sustainability of the 2% administrative fee. Committee Chair Viehweger shared that the Investment Committee meets six times per year with discussions regarding risk tolerance, projected and required returns, the spending rate and the 2% fee rate at each meeting.

Mr. Gaume is a senior member of the financial leadership team and his role will bring a new level of internal expertise to the investment function. His focus during over his first year will include an in-depth review of the investment portfolio through meetings with leadership and trustees, review of the investment policies approved by the Boards, and working collaboratively with HC to understand their investment strategy. The review will include independent analyses of asset allocations, selected asset classes, and the portfolio performance to peers with the ultimate goal of attaining the highest returns for the university and the foundation.

Trustee Casciani requested that presentations include information on CY returns as well as FY returns.

- **Consent Resolution, Investment Policies**

Ms. Casto advised the Trustees that both the General Endowment Fund Investment Policy and the Century Bond and Deferred Maintenance Program Investment Policy used to guide the investments of the long-term portfolios of the University and Foundation and the Century Bond program, respectively are presented for approval of minor revisions. The Foundation Board approved policy updates at their June, 2018 meeting related to benchmarks and changing the name and recognizing the Investment Committee as a stand-alone committee of the Foundation board rather than a sub-committee of the Finance Committee. There were no substantive changes to the investment objectives, responsibilities, governance or asset allocation guidance.

**Trustee Smullen made a motion to recommend the Investment Policies resolution be retained on the Consent Agenda; Trustee Casciani provided a second; Committee Chair Viehweger called for a vote; the motion was unanimously approved.**

Trustee Viehweger asked for a future amendment to the policy to require that the University Board of Trustees be updated annually on the investment program and policies. These annual updates are already occurring in practice but are not a formal policy requirement at this time. The amendment will be brought to the Board at the January meeting.

- **Affordability & Efficiency – FY18 Reporting**
VPFA Shaffer and Senior Vice Provost (SVP) Elizabeth Sayrs updated the committee on the FY18 progress toward realizing savings, cost avoidance and net revenue against the 5-year Board approved goals in the FY16 Affordability and Efficiency Implementation Plan. The information shared in this presentation will be the basis for the FY18 report due to the Chancellor’s office September 23, 2018.

The FY18 updates to the original FY16 $60M goal currently project $178M in initiative savings, cost avoidance and/or revenue enhancements, up from the FY17 report of $150M. VPFA Shaffer assured Trustees that the $178M is supported by verifiable data and computations. Administrative efficiencies included in the report highlight:

- Procurement actions including 1) continued collaborative and proactive negotiation of vendor contracts for volume purchase savings, 2) completion of the roll-out of internal mandates for on-contract purchasing which are now fully operationalized and projected to yield significant, measurable savings, and 3) implementation of a waiver process for off-contract purchasing,
- Asset monetization actions through sales, leasing or the repurposing of non-core assets,
- Operations reviews and efficiency improvements resulting from the budget reduction targets levied on all units, with the exceptions of Diversity and Inclusion (D&I), a Presidential priority for investment, and Information Technology (IT), currently restructuring and reinvesting contract savings back into the division to strengthen service to campus and provide secure operations,
- Continued oversight of the benefit plan designs by the Benefits Advisory Council (BAC) with annual phased plan changes to contain escalating cost increases; VPFA Shaffer added that healthcare enhancements have resulted in positive, measurable improvements in the health experience for our covered lives and that representatives from HCOM, CHSP and HR Benefits are working on initiatives for greater healthcare improvements, and
- Energy cost containment through the continued proactive management of consumption and contract costs.

Academic initiatives include enhancements to offerings, creative course material options, and tools to maximize accessibility and affordability. Highlights include:

- Two course material initiatives being enthusiastically adopted by faculty and for which the University is recognized as a leader and receiving national attention:
  - Open Educational Resources (OER) partnership with TopHat, now approaching $1M in savings on course materials being made available, and
  - Inclusive Access for specific courses for which deeply discounted costs of materials are charged to a student’s account with student ‘opt out’ feature, projected to save approximately $1M in FY19 for impacted students,
- The growth in online course offerings providing students additional opportunities and alternatives,
- The focused, efficient deployment of instruction across campuses impacting savings and offering accessibility and affordability, and
• OHIO having the highest number of articulation agreements in the state, offering a variety of opportunities to students for transfer and movement toward a bachelor’s degree.

OHIO’s FY18 Efficiency report also includes information on

• OU Zanesville and Zane State College, as co-located campuses, cooperating and annually reviewing program offerings and administrative operations for sharing opportunities,
• Southeast Compact agreement between higher education institutions in this region to meet at least annually and work with government, agency and corporate partners on access to an education, workforce development, and other issues of mutual interest, and
• Ohio Revised Code requirements for 1) the reporting of information gathered through a Textbook Cost Study and 2) creation of a Textbook Selection Policy – these efforts are still in progress.

Trustees discussed the report and noted several topics for which they would like further updates:

• Online offerings including the marginal costs, types of students taking advantage of the offerings, how does OHIO compare to peers, and the opportunity for growth and net profits considering the initial high costs of working with content consultants and providers of programs,
• The ‘double major impact’ that is being attributed to College Credit Plus (CC+). It was initially anticipated that CC+ would result in students using the credits to move through to early graduation, but instead there is evidence that students are ‘doubling down’ and graduating with multiple degrees, and
• Correlating the projected $178M in saved/avoided costs and new net revenues to resultant offsets to tuition increases.

Chair Scholl restated a request for an outcomes analysis of financial aid programs and their return on investment to gain an understanding of the programs’ success in attracting students and impact on retention.

Trustee Goodwin asked about the previous discussions surrounding food insecurity and whether there is an opportunity for directing forms of financial aid to those impacted students. Vice President for Student Affairs (VPSA), Jason Pina discussed the ‘Basic Needs Initiative’ on campus which looks at ways to address the issues of food insecurity and students’ other basic needs which are unmet. VPSA Pina discussed other active campus programs including Culinary’s allowance for the use of food stamps and an exchange program for meal plan ‘food swipes’.

VPFA Shaffer reported that the FY18 Efficiency Reports from the other IUC schools will be collected and made available to Trustees again this year, noting the difficulty in trying
to compare savings calculations with other institutions. She reinforced that there is a verifiable computation of savings for all items included in the University’s reporting.

- **Consent Resolution, Capital Projects**

Senior Associate Vice President (SAVP) and Chief Facilities Officer, Steve Wood, and Associate Vice President (AVP) of University Planning, Shawna Bolin, provided an update on the establishment of the Architectural Design Advisory Council (ADAC). The Council membership is being finalized and a first meeting was held to discuss the design for the Chilled Water Plant #3, the first project for Board approval.

The Chilled Water Plant #3 was identified as a need in the Utility Master Plan (UMP) and came to the Board previously for approval of $3.6M for design. Design aspects involved consideration for the flood plain and containing the building’s height to fit within surrounding community. The ADAC reviewed and discussed the design and requested to view external materials that might be considered for the structure. Trustee Casciani serves on ADAC and noted that there may be an opportunity, with the design for the plant’s exterior, to establish an architectural standard consistent with other campus areas, thereby influencing how this end of campus and the surrounding community evolve. This action includes a request to increase the approved budget by $4.65M and approve spending authority for up to the project total of $30.85M. The budget increase will provide $1.65M to reroute the chilled water connection to provide additional connectivity for Residential Housing facilities and $3M to address upgrades to the electrical distribution systems consistent with the UMP recommendations.

SAVP Wood provided details for another six projects for which design and construction approval is being requested

- Konneker Research HVAC and Boiler System Upgrades-the oldest systems on campus
- Demolition of 3 South Green Halls,
- Campus Steam System Repairs,
- Ridges Circle roadway Repairs,
- Convocation Center Concrete Repair, and
- Lancaster Campus Brasee Hall Roof Replacement.

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

- **Facilities, Operations and Sustainability Report**

SAVP Wood discussed the Facilities annual report highlighting progress made in efficiencies and cost effectiveness. In the area of utilities consumption, factors affecting
energy costs include campus gross square footage (gsf), commodity pricing, weather / degree days and building efficiency. Athens campus energy use, measured in MMBTU, has gone down since FY12 while square footage has increased from 8.07M gsf to 8.37M gsf. Fluctuations have been experienced in sources of energy, moving from coal (zero usage) to gas in FY16, and commodity cost through negotiated contracts. Energy intensity reduction of 11.7% was achieved for FY18 over FY17, far surpassing the 5% goal. SAVP Wood explained that sustainability initiatives, including those that are energy related, are analyzed as to their economic and societal benefits as well as their impact on the environment.

Maintenance metrics were shared which showed improvement for FY18 in customer service satisfaction and work order backlog aging. Maintenance metrics demonstrating progress in the move to more preventative versus reactionary maintenance trended favorably. Metrics related to safety showed ‘recordable’ injuries down in all areas of Facilities – custodial, grounds and operations. The University has participated in the Association of Physical Plant Administrators (APPA) survey since FY16 and OHIO performed at lower costs than peers in many categories in total or on a per student FTE or per gsf basis with two exceptions – custodial and grounds. Custodial and grounds costs could be higher due a more involved level of service performed and/or higher costs of labor and benefits.

SAVP Wood introduced Elaine Goetz, Sustainability Specialist, to participate in the sustainability update. A number of the University’s FY18 sustainability recognitions were noted. The University’s STARS rating remained at the Silver level, increasing by nearly 9 points to 63.29; Gold is attained at 65 points. The plan to update the University’s 2012 Sustainability Report has been delayed due to the focus on Sustainability in accordance with President Nellis’ Presidential Priorities. Ms. Goetz explained the change in sustainability governance moving from a ‘top down’ to ‘ground up’ type of information gathering and ownership of sustainability initiatives to a more engaged “Hub” structure of governance. The unit’s existing budget will fund the restructuring and include support for faculty to lead three new Sustainability Hubs. Success of the restructured initiative will be based on measurable, quantitative goals within the new plan. President Nellis feels the opportunity for engagement of all of campus is now much more possible as we aspire to achieve the Gold and on to Platinum STARS levels.

- **Information Items:**
  - Facility Project & Planning Updates – the information reports for Facility and Planning Projects were shared.

The meeting was adjourned.
Date: October 2, 2018

To: The Board of Trustees

From: M. Duane Nellis, President

Re: President’s Report to the Board of Trustees

In my October 19th report to the Board of Trustees, I will detail the progress we have made in the early part of the 2018 Fall Semester 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 August:

- Welcome Weekend
- Breakfast for Progress (theme: regional higher education)
- Chemistry Building Groundbreaking
- What Were You Wearing? Exhibit
- Athens/Hocking County Tour
- Engagements with Senates
- Classified Staff Awards
- Kennedy Lecture Series with Hollywood production designer Molly Hughes
- 9/11 Peace Walk
- OUPD Stroll Patrol
- Faculty and Staff Convocation
- Faculty Newsmakers Gala
- Heritage College of Osteopathic Medicine White Coat Ceremony
- Federal Government Alumni Luncheon
- Admissions events in Pittsburgh
- Creation of the Ohio University Capital Internship Program

And some of the latest Bobcat Beacons of Excellence from students, faculty, staff and alumni including:

- Alumnus David Crane being chosen by the United Nations to lead its investigation into violence in Gaza
- Distinguished Professor of Molecular Biology John Kopchick being honored by the Endocrine Society with one of its prestigious 2019 Laureate Awards, considered the top honors in the field of endocrinology. Dr. Kopchick was also awarded a five-year,
$2.23 million grant from the National Institutes of Health for his important research to extend the human lifespan.

- Ohio University won the 2018 Higher Education Excellence in Diversity (HEED) award for our commitment to broadening diversity and inclusion on campus
- OHIO’s Innovation Center received a $99,000 U.S. Department of Agriculture award that will be used to purchase biotechnology equipment for use by small and emerging private businesses
- Ohio University’s Society of Professional Journalists was recognized as the National Outstanding Campus Chapter for the third year in a row
- And OHIO Alumna Jo Ann Walter’s book *Wood River Blue Pool* has been shortlisted for the prestigious Aperture Paris Photo First Book Award. This award is the gold standard for photography book publishing.

The Presidential Spotlight presentation will feature administrators and students from the first cohort of the OHIO Honors Program.
Interoffice Communication

Date: October 4, 2018

To: The President and Board of Trustees

From: Chaden Djalali, Executive Vice President and Provost

Re: Pedagogy of Critical Thinking – Board Discussion Topic

We will be leading a discussion with the Trustees on October 19, 2018 on the Pedagogy of Critical Thinking during the main Board Meeting. This topic emerged out of the Governance and Risk Management Committee and has been approved by the Chair and the President as part of an ongoing series of topical discussions. As a reminder, the purpose of these topical discussion is to learn about issues facing the higher education landscape in general and what Ohio University is doing in response or to be proactive. Our discussion is an opportunity to learn about a spectrum of positions and values of higher education. These discussions, however, are an attempt to generate awareness and develop a long-term appreciation for issues that may eventually influence their fiduciary responsibilities.

Discussion of Pedagogy of Critical Thinking will focus on:

- Defining critical thinking and dimensions of critical thinking in the national landscape
- Evaluation of critical thinking including national benchmarking
Interoffice Communication

Date: October 1, 2018

To: The President and Board of Trustees

From: Chaden Djalali, Executive Vice President and Provost
Matthew Shaftel, Dean, College of Fine Arts

Re: College of Fine Arts Update and Dashboard

Since its founding in 1936, OHIO’s College of Fine Arts has been setting a standard for artistic, academic, and creative excellence, while differentiating itself from its competitors by virtue of its principle value statement: “The arts have transformative power on society and on individual lives.”

CoFA boasts nine top-35 nationally ranked programs in its six divisions (Art+Design, Music, Theater, Film, Dance, and Interdisciplinary Arts). Our extraordinary faculty are committed to providing the nation’s best transformational learning experience, engaging its nearly 1100 undergraduate and graduate students directly in positive community transformation through the power of the arts.

Our graduates report a great deal of success: 88% of our alumni since 1950 report that their OHIO education prepared them for success in the 21st century, while nearly 70% of our alumni report that they are employed in the field for which they studied in our College. Furthermore, our alumni include over 273 faculty at US and international universities, seven winners of the Prestigious Guggenheim Fellowship, and some of the most renowned artists of our time (Jim Dine, Piper Perabo, Vanessa Bell Calloway, Ed O’Neill, Jonathan Freeman, Betty Thomas, and many more).

Also of distinction is CoFA’s impact on our campus and our region. Our College offers over 300 public events annually, and the Arts for OHIO program that provides OHIO students with nearly 40,000 free admissions to arts events every year. Several of our public-facing units (Athena Cinema, Athens International Film+Video Festival, Athens Community Music School, Kennedy Museum, Marching 110, and Tantrum Theater) help provide an artistic lens for everything we do at the University and within our community. Our new Center for Collaborative Arts is further supporting the University’s strategic goals of building an engaged ecosystem and strengthening its public service mission through interdisciplinary partnerships. Through the center, we have leveraged additional opportunities for grant funding and built 101 community and interdisciplinary partnerships over the past year. This resulted in 48% of CoFA students participating in community work or an internship last year with service provided to 14 Appalachian counties. In its most recent study, Americans for the Arts cited a total of $24.3 million in economic impact of arts/cultural programming in Athens County, much of which is driven by the College of Fine Arts.

There of course remain challenges ahead as we seek to translate a history of excellence into a forward-looking institution that prepares graduates to be creative thought leaders, problem solvers, and agents
of positive transformation. Building on new relationships with the Colleges of Health Sciences and Professions the Heritage College of Medicine we also strive to be a worldwide leader in building distinctive collaborations that enable the power of the arts to address persistent societal problems.

The College is significantly challenged by deferred maintenance costs, with nearly 93% of undergraduate students studying and creating in buildings that have not seen major renovations in at least 40 years. The College is also experiencing a space shortage: the University Master Plan Space Study found an 89,000 ASF space deficit for Fine Arts, primarily in assembly and exhibit space. The first phase of the renovation of Seigfred Hall addressed some deferred maintenance in 2017/18, but significant need remains across the College of Fine Arts. The College undertook a facilities master-plan study in 2018, which will help lead us forward in this critical area while pursuing the University’s strategic priority of enhancing the campus infrastructure.

The College is seeing the results of purposeful and focused recruitment efforts and strategic scholarship funding with a 16% increase in its incoming undergraduate class this year. Yield also remains strong at 37% for undergraduates and 70% for graduates. With a 24.15 average ACT score, 13% of students from out-of-state, and 17% from underrepresented groups, the class is quite strong and diverse. However, the College is continually challenged by the statewide trend in declining enrollment and increasing competition for arts majors. Our strategic plan for growth follows the University’s priorities and includes significant rebranding online and in print, new pre-college summer programming to build stronger pipelines, three new interdisciplinary undergraduate degrees, and eight new one-or-two-year master’s programs (such as Arts Administration, Museum Studies, Art Therapy, and Arts Education) to connect students with a wider set of potential placement opportunities.

Finally, the College is greatly renewing its connection to friends and alumni. With $660k in commitments in FY15 compared with $2.4 million in FY18, there is preliminary evidence that this effort is making a difference. A new Leadership Council, a strategic approach to annual giving, and a highly increased focus on relationship building and fundraising is absolutely critical to the future success of the College and its impact on the region.

From its commitments to artistic and academic excellence, engagement and public service, facilities enhancement, new interdisciplinary connections, financial sustainability through thoughtful growth and diverse revenue streams, being a university leader in diversity and inclusion, the College of Fine Arts is embracing the University’s strategic pathways and priorities as it sets a trajectory for a positive future.
October 18, 2018

College of Fine Arts Dashboard
The College of Fine Arts helps OHIO deliver the nation’s most transformative education:

We provide an education in the arts, through the arts and for the arts, as a lens for everything we do as a university.

By transforming our communities through the power of the arts, our students are themselves transformed.
### First-Year Retention
- 86%
- Percent of new freshmen who return for a second year

#### Six-Year Graduation Rates
- **67%**
- Percentage of new freshmen graduating at Ohio University within six years

#### Apply:Admit:Enroll
- **Undergraduate**
  - 2018: 743,542,200
  - 2017: 742,543,171
  - 2016: 741,438,164
  - 2015: 740,978,159
  - 2014: 739,500,149
- **Graduate**
  - 2018: 331,146,202
  - 2017: 330,117,254
  - 2016: 329,124,252
  - 2015: 324,413,252
  - 2014: 322,984,170

#### Yield Rates
- **Undergraduate**
  - 2018: 96.3%
  - 2017: 77.7%
  - 2016: 83.0%
  - 2015: 75.4%
  - 2014: 68.5%
- **Graduate**
  - 2018: 96.8%
  - 2017: 79.0%
  - 2016: 83.7%
  - 2015: 76.3%
  - 2014: 69.6%

### Students of Diversity
- **17.0%**

### Arts for Ohio Events
- **300+**
  - # of Events: 300+
  - # of Students at Arts for Ohio events: ~39,468*
  - # of Guest Artists: 12

### 3-yr Performance Comparison (in $ thousands)
- **Past Performance (in $ millions)**
  - 2017: 115, 46, 126
  - 2016: 0.7, 1.1, 3.2
  - 2015: 2.5, 3.0, 4.5

### Degrees Granted
- **UG GRAD TOTAL**
  - 2019: 24, 230
  - 2018: 24, 230
  - 2017: 24, 230
  - 2016: 24, 230
  - 2015: 24, 230

### Arts for Ohio Events Annual Commitments to COFA
- **$2.5M**
  - Gifts and pledge transactions, including OHIO Match; FY 19: $.3 million as of September, 2019

### Partnerships
- **101**
- Number of Partner Organizations and Interdisciplinary Partners

### Appalachian Counties Served
- **14**

---

*Estimate based upon sampling from ticketed events

---

### Four Fundamentals
- Enrollment
- Compensation
- Capital Campaign
- Financial Strength

---

### Student Engagement
- **48%**
- % of students engaged in an internship and/or community work within calendar year

### Nationally Ranked Programs
- **9**
- Number of top-35 nationally ranked programs

### Research and Creative Activity Grant $126K ytd 2019

### Annual Commitments to COFA

### Placement
- **69.6%**
- Alumni survey results report 69.6% job placement in major field of study

### Placement
- **88%**
- Of those alumni, 88% report their OU education prepared them for success in the 21st century
College of Fine Arts

NATIONALLY RANKED AND UNIQUE PROGRAMS

Art + Design:
- #3 Ceramics
- #10 Printmaking
- #33 overall

Film:
- #57 Cinematography

Music:
- #1 Band (Marching 110)
- #15 Music Therapy

Theater:
- #13 Directing
- #14 Playwriting
- #22 Acting & Performing
- #33 Design & Production

Dance: Unique choreographic emphasis

I-Arts: Ohio’s only arts interdisciplinary PhD/BFA
College of Fine Arts

ACADEMICALLY AND ARTISTICALLY STRONG: ALUMNI SUCCESS

• 88% of alumni since 1950 report that their OHIO education prepared them for success in the 21st century
• Nearly 70% of alumni report that they are employed in the field from which they graduated

CoFA alumni include:
• Over 273 faculty at US and international universities
• 7 winners of the Guggenheim Fellowship
• Some of the most renowned artists of our time: Jim Dine, Jenny Holzer, Piper Perabo, Vanessa Bell Calloway, Ed O’Neill, Jonathan Freeman, Betty Thomas, and many more
College of Fine Arts

STATEWIDE ENROLLMENT TRENDS 2006-2016

Statewide Enrollment Trends Since 2006 (Public 4-Year Institutions)

Cumulative % Change in Enrollment Since 2006

Enrollment Growth Gap
Positive indicates Ohio had higher enrollment growth

Total Enrollment

Due to differences in the definition of "First-Time Freshman" between the HEI system and our Fall Cohort tracking model, the raw numbers in these charts will differ from other reports. This file is provided for use as a trend analysis tool only.
## College of Fine Arts

### OVERVIEW

<table>
<thead>
<tr>
<th>Year</th>
<th>UG</th>
<th>GRAD</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>811</td>
<td>250</td>
<td>1061</td>
</tr>
<tr>
<td>2017</td>
<td>773</td>
<td>246</td>
<td>1019</td>
</tr>
<tr>
<td>2016</td>
<td>776</td>
<td>235</td>
<td>1011</td>
</tr>
<tr>
<td>2015</td>
<td>763</td>
<td>242</td>
<td>1005</td>
</tr>
<tr>
<td>2014</td>
<td>774</td>
<td>259</td>
<td>1033</td>
</tr>
</tbody>
</table>

Approximately an additional 38 students are 2\textsuperscript{nd} majors in College of Fine Arts
College of Fine Arts

ACADEMICALLY AND ARTISTICALLY STRONG: 2018/19 INCOMING CLASS

• Purposeful and focused recruitment efforts and strategic scholarship funding: 15.6% growth in undergrads

• Yield strong at 37% for undergrads and 70% for graduates

• 24.2 average composite ACT

• 13% non-resident students

• 17% from underrepresented groups
College of Fine Arts
IMPACTING OUR COMMUNITY

<table>
<thead>
<tr>
<th>300+ Events</th>
</tr>
</thead>
<tbody>
<tr>
<td>39,468* Students at Arts for Ohio events</td>
</tr>
<tr>
<td>12 Guest Artists</td>
</tr>
</tbody>
</table>

Also supports student attendance to Athena Cinema, Kennedy Museum, Athens International Film+Video Festival, and Literary Festival

*Estimate based upon sampling from ticketed events
IMPACTING OUR COMMUNITY: ENGAGED ECOSYSTEM STRATEGIC PATHWAY

• New Center for Collaborative Arts
  • Engagement-research center focused on regional development in health/wellness, creative placemaking, and lifelong learning
  • Significant increase in grants and community/interdisciplinary partnerships
• 101 community/interdisciplinary partnerships
• 48% of CoFA students participating in community work or an internship last year
• 413 Semesters of undergrad student employment in arts-related activity
• Serving 14 Appalachian counties
• $24.3 million in economic impact of arts/cultural programming in Athens County (Americans for the Arts)

Athena Cinema, Athens International Film+Video Festival, Athens Community Music School, Kennedy Museum, Marching 110, and Tantrum Theater
College of Fine Arts

IMPACTING OUR COMMUNITY—UNIQUE PARTNERSHIPS WITH CHSP

Shape Clinic
Healthy Village
(Center for Collaborative Arts)
College of Fine Arts
IMPACTING OUR COMMUNITY—AUXILIARIES

KENNEDY MUSEUM OF ART

- 14,678 visitors
- 7,452 works in the collection
- 3,737 educational programming
College of Fine Arts
IMPACTING OUR COMMUNITY— AUXILIARIES

ATHENS INTERNATIONAL FILM + VIDEO FESTIVAL

- 2,500 entries
- 4,531 attendees
- Dollars invested in Athens County by the festival: $75,000
College of Fine Arts

IMPACTING OUR COMMUNITY—AUXILIARIES

ATHENA CINEMA

• Admissions: 37,071
• 2,864 film screenings
• Interdisciplinary Series
• Films from 65 Countries
• Average Rotten Tomato rating: 84%
College of Fine Arts

IMPACTING OUR COMMUNITY—AUXILIARIES

MARCHING 110

• 220 Members from Nearly Every College on Campus, 20-30% music majors
• Recent visits to Macy’s Parade in New York and Bahamas Bowl; Featured on National TV

TANTRUM PROFESSIONAL THEATER

• Three seasons of award-winning professional theater with critical acclaim from nearly every newspaper in central Ohio
• Approximately 50 students receive professional experience each year
• Have temporarily suspended operations in Dublin to experiment with professional theater in Athens
GROWTH OF SUMMER PROGRAMS

• 220 K-12 students enrolled in 10 summer programs
CoFA Facility Prioritization Study

NORTH GREEN MAP SHOWING CoFA FACILITIES

• 93% of CoFA undergraduates study in buildings that have not seen major renovations in at least 40 years
• CoFA presence in 22 buildings across the Athens campus
College of Fine Arts

THINKING TO THE FUTURE: 8 NEW ACADEMIC PROGRAMS

- 3 interdisciplinary undergraduate programs (B.F.A. in Film, Musical Theater, and Interdisciplinary Arts)
- 8 graduate programs with focus on 4+1
- Arts Admin Masters with stackable certificates

Masters in Arts Administration (4+1)

Choose one additional certificate:
- Theater Management Certificate
- Community Dance Certificate
- Museum Studies Certificate
- Music Administration Certificate
- Art Entrepreneurship/Gallery Mgmt
- Film Festival Management

Arts Administration Certificate

Professional Internship
## College of Fine Arts

### THINKING TO THE FUTURE: FUNDRAISING FOR SUSTAINABILITY

<table>
<thead>
<tr>
<th>Primary Relationship Type</th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foundation (Private)</td>
<td>$2,200</td>
<td>$12,250</td>
<td>$10,332</td>
<td>$36,703</td>
<td>$200,000</td>
</tr>
<tr>
<td>Friend</td>
<td>$301,305</td>
<td>$27,878</td>
<td>$25,430</td>
<td>$25,933</td>
<td>$9,955</td>
</tr>
<tr>
<td>Alumnus/Alumna</td>
<td>$295,115</td>
<td>$546,025</td>
<td>$2,951,198</td>
<td>$2,283,548</td>
<td>$5,323</td>
</tr>
<tr>
<td>Faculty/Staff</td>
<td>$13,037</td>
<td>$20,497</td>
<td>$11,786</td>
<td>$16,789</td>
<td>$1,893</td>
</tr>
<tr>
<td>Organization/Non-Profit</td>
<td>$11,744</td>
<td>$19,110</td>
<td>$10,677</td>
<td>$29,960</td>
<td>$898</td>
</tr>
<tr>
<td>Corporation/Company</td>
<td>$6,948</td>
<td>$18,641</td>
<td>$37,038</td>
<td>$14,958</td>
<td>$825</td>
</tr>
<tr>
<td>Parent</td>
<td>$4,717</td>
<td>$4,506</td>
<td>$3,750</td>
<td>$3,768</td>
<td>$80</td>
</tr>
<tr>
<td>Donor Advised Fund</td>
<td>$22,100</td>
<td>$20,100</td>
<td>$118,600</td>
<td>$30,700</td>
<td>-</td>
</tr>
<tr>
<td>Estate - Non-Alumni</td>
<td>-</td>
<td>$423,680</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Foundation (Corporate)</td>
<td>$1,510</td>
<td>$300</td>
<td>$30,250</td>
<td>$500</td>
<td>-</td>
</tr>
<tr>
<td>Nondegree Alumnus/Alumna</td>
<td>$250</td>
<td>$1,110</td>
<td>$2,100</td>
<td>$1,500</td>
<td>-</td>
</tr>
<tr>
<td>Student</td>
<td>-</td>
<td>$105</td>
<td>$40</td>
<td>$45</td>
<td>-</td>
</tr>
<tr>
<td>OHIO Match</td>
<td>$7,146</td>
<td>$10,776</td>
<td>$14,448</td>
<td>$9,523</td>
<td>$95,115</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$666,072</strong></td>
<td><strong>$1,104,978</strong></td>
<td><strong>$3,215,649</strong></td>
<td><strong>$2,453,927</strong></td>
<td><strong>$314,089</strong></td>
</tr>
</tbody>
</table>

- Highly targeted new annual giving campaign
- New Leadership Council and Alumni/Friends Groups
- Renewed emphasis on relationship building
- Yearly national arts events
<table>
<thead>
<tr>
<th>College of Fine Arts</th>
<th>UNIVERSITY STRATEGIC PATHWAYS AND PRIORITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>DIVERSITY AND INCLUSION AND SUPPORT OUTSTANDING FACULTY AND STAFF</strong></td>
<td>Continue to attract diverse resident and non-resident students&lt;br&gt;Build enrollment and interdisciplinary work to support strong faculty</td>
</tr>
<tr>
<td><strong>ENHANCE OVERALL ACADEMIC QUALITY AND BUILD INTERDISCIPLINARY COLLABORATIONS</strong></td>
<td>Center for Collaborative Arts to build cross-college and external partners; enhance grant-eligible creative activity and interdisciplinary programming</td>
</tr>
<tr>
<td><strong>BUILD A UNIVERSITY ENGAGEMENT ECOSYSTEM AND STRENGTHEN PUBLIC SERVICE MISSION</strong></td>
<td>Build on current success in placing students in internships and engaging them in meaningful regional-service activity&lt;br&gt;Build a robust infrastructure for arts-based solutions to persistent problems in the region (Opioid Crisis; Economic Development)</td>
</tr>
<tr>
<td><strong>BECOME A PLACE WHERE DIALOGUE AND CIVIL DEBATE ARE INSTITUTIONAL HALLMARKS</strong></td>
<td>Continue to promote free speech and support thousands of OHIO students attending arts events for free through Arts for OHIO</td>
</tr>
<tr>
<td><strong>STRENGTHEN GLOBAL ENGAGEMENT</strong></td>
<td>Support our international work in Ghana (National Dance and Music Festival), London Study Abroad, Hungary, Ecuador, and elsewhere</td>
</tr>
<tr>
<td><strong>ENHANCE INFRASTRUCTURE</strong></td>
<td>Finalize facilities study and prioritize resources/fundraising for renewal</td>
</tr>
<tr>
<td><strong>ENSURE A SUSTAINABLE FINANCIAL MODEL; RECONNECT ALUMNI; BRANDING/MARKETING</strong></td>
<td>Build on early successes in alumni/friends relationship-building strategies&lt;br&gt;Continue to seek growth and stability through innovative programming, 4+1 pathways, and new branding/marketing strategies</td>
</tr>
<tr>
<td><strong>ENHANCING NATIONAL POSITION AS A LEADING EDGE LABORATORY FOR SUSTAINABILITY</strong></td>
<td>Build on success of Toxic Art Project to build additional interdisciplinary relationships around sustainability</td>
</tr>
</tbody>
</table>
REVIEW OF CENTERS AND INSTITUTES

RESOLUTION 2018 –

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

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

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

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of Ohio University accepts the 2017-2018 Review of Centers and Institutes, which recommends continuation of seven (7) centers/institutes and the one-year extension of four (4) centers/institutes as follows:

- Center for Advanced Systems and Transportation Logistics Engineering - Continue
- Avionics Engineering Research Center - Continue
- Institute for Corrosion and Multiphase Technology - Continue
- Center for Scientific Computing and Immersive Technology - Continue
- Diabetes Institute - Continue
- WOUB Center for Public Media - Continue
- The Institute for Applied and Professional Ethics - Continue

- Center for Intelligent Chemical Instrumentation - One-year extension
- George Hill Center for Counseling and Research - One-year extension
- Center for Public and Social Innovation - One-year extension
- Appalachian Rural Health Institute - One-year extension
Interoffice Communication

Date: October 1, 2018

To: The President and Board of Trustees

From: David Koonce, Interim Vice President for Research and Creative Activity and Dean of the Graduate College

Re: Review of Centers and Institutes

The attached materials summarize the 2017-18 five-year review of Centers and Institutes.

A summary for each of the reviewed Centers/Institutes is included with these materials.

The resolution requests approval for the following action items to be presented at the October 2018 meeting.

<table>
<thead>
<tr>
<th>Unit</th>
<th>Center/Institute</th>
<th>Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>ENT</td>
<td>Center for Advanced Systems and Transportation Logistics Engineering</td>
<td>Continue</td>
</tr>
<tr>
<td>ENT</td>
<td>Avionics Engineering Research Center</td>
<td>Continue</td>
</tr>
<tr>
<td>ENT</td>
<td>Institute for Corrosion and Multiphase Technology</td>
<td>Continue</td>
</tr>
<tr>
<td>ENT</td>
<td>Center for Scientific Computing and Immersive Technology</td>
<td>Continue</td>
</tr>
<tr>
<td>HCOM</td>
<td>Diabetes Institute</td>
<td>Continue</td>
</tr>
<tr>
<td>COMM</td>
<td>WOUB Center for Public Media</td>
<td>Continue</td>
</tr>
<tr>
<td>VPR</td>
<td>The Institute for Applied and Professional Ethics</td>
<td>Continue</td>
</tr>
<tr>
<td>A&amp;S</td>
<td>Center for Intelligent Chemical Instrumentation</td>
<td>1-Year Extension</td>
</tr>
<tr>
<td>EDU</td>
<td>George Hill Center for Counseling and Research</td>
<td>1-Year Extension</td>
</tr>
<tr>
<td>VOIN</td>
<td>Center for Public and Social Innovation</td>
<td>1-Year Extension</td>
</tr>
<tr>
<td>VPR</td>
<td>Appalachian Rural Health Institute</td>
<td>1-Year Extension</td>
</tr>
</tbody>
</table>
RUSS COLLEGE OF ENGINEERING AND TECHNOLOGY

Center for Advanced Systems & Transportation Logistics Engineering (CASTLE)

CASTLE, originally named the Center for Advanced Software Systems Integration (CASSIE), was established in 1995 to conduct research primarily focused on the software technologies of Computer Integrated Manufacturing (CIM). The Center has been very successful in developing software, resulting in commercialization and licensing to industry. The Center has nine affiliated faculty members who have published 85 journal articles, 95 conference articles, and 10 book chapters, and given 75 conference presentations within the last six-year period.

During the previous review, the committee recommended increasing the number and diversity of grants to prepare for an expected drop in funding from General Electric (GE). In the most recent review period (2011-17) CASTLE was awarded over 40 contracts totaling $5.43 million from eight sponsors, a 60% growth over the previous period. This funding has supported 97 graduate students and 20 undergraduate students. Another goal was to develop a transportation logistics focus for the Center, in addition to its established systems engineering focus. In 2015 and 2016, respectively, the department hired two faculty with interests in this area. Although they are both early in their career paths, they are both well published and each have garnered research grants since joining the university.

The committee recommends that the Center continue to:

- Evolve and diversify its portfolio, including (1) safety, ergonomics, reliability, transportation and health care and (2) modeling, optimization, scheduling, process planning, reliability, human factors, data mining and transportation logistics.
- Increase the number of student involved in research.

Dean/VPRCA Comments: As per the Dean, “The Center has had an excellent record of success in external funding…and believes that its research diversification has been successful in preparing the Center for continued success over the next 5 years.” The VPRCA agrees the hiring of two new, productive faculty and continued diversification of the Center’s research portfolio should ensure continued success. The Center should be continued.
Avionics Engineering Research Center (AEC)

AEC was established in 1963 as a research center in the School of Electrical Engineering and Computer Science. Its mission is to advance the art and science of navigation, landing, lighting, surveillance, communication and flight controls through educational, research and service activities of the highest quality and greatest value to local, regional, national and international aerospace and transportation communities. The Center has made tremendous contributions to improving the safety and reliability of the National Airspace System through the development and application of new technology. AEC has also educated, trained, and provided practical experience to topnotch students whose efforts are advancing the frontiers of avionics (i.e., AVIation electrONICS).

Over the review period, six affiliated faculty members and eight research staff members, along with their students, published over 100 scholarly works at conferences, in journals, and as technical reports to industry and government entities. In addition, the Center supported 65 undergraduate and graduate students, which led to three PhD dissertations and 20 MS theses. During this period the Center brought in over $30 million (~$4.3 million/year), in comparison to $5.5 million during the previous self-study report. The cause for the decreased external funding was due to a combination of a shrinking federal R&D budget within the aviation sector and modifications made to AEC’s cost model. During this time, the School of Electrical Engineering and Computer Science (EECS) and Russ College AEC provided $1.4 million in internal funding to cover the salaries of AEC support staff. These issues have largely been addressed by restructuring and rightsizing the Center and developing new contacts and research opportunities with the Air Force and the Russ Research Center (RRC) in Beavercreek. To assist in securing research with the Air Force, the AEC director now has a dual role as the Director of Business Development for the RRC.

To further grow research opportunities, the committee recommends that the Center:

- Expand AEC-affiliated faculty to recruit faculty members with expertise synergistic to the Center’s existing strengths and future R&D funding pipeline.
- Grow synergistic programming through the RRC, which represents a significant opportunity for both unclassified and classified research within the Dayton Region.
- Increase peer-reviewed journal publications, which are a key metric in establishing and maintaining academic research programming recognition.
- Work with the Office of Research and Sponsored Programs to improve processes to quickly and efficiently negotiate and approve research contracts.

Dean/VPRCA Comments: As per the Dean, “Despite challenges, the AEC's 55-year dominance in the Avionics field and their $150M in total external funding clearly make it the university's most successful research center ever.” The VPRCA agrees with the Dean that the Center has an outstanding national and international reputation and is making strategic decisions that will ensure future successes. The Center should be continued.
Institute for Corrosion & Multiphase Technology (ICMT)

ICMT conducted its first project for ARCO in 1989 and established its first industrial consortium in 1990. The ICMT’s mission is to advance the scientific knowledge and practical understanding in the field of corrosion in multiphase flow systems, through (a) conducting cutting-edge research driven by the industrial needs and (b) educating and training highly competent students who will implement and disseminate this knowledge throughout the corrosion engineering community. The ICMT now boasts one of the largest research facilities of its kind in the world, with experimental equipment ranging from convenient benchtop-sized glassware and small autoclaves up to large-scale multiphase flow test rigs, which are ideal for long-term projects that simulate realistic field-like flow and corrosion conditions. The Institute has seven affiliated faculty and 27 research, administrative and IT staff. Over the project period, ICMT has graduated 25 PhD students and 14 MS students and currently supports 21 PhD students and two MS students. ICMT researchers have maintained a high level of achievement over the project period, including over $17M in funding; 28 industrial partnerships; and 115 papers in peer-reviewed journals, 79 papers in international conference proceedings, and six articles in books and monographs.

The last five years have seen a dramatic drop in profits from oil and gasoline production, which has negatively impacted industry profits and the research that they support. To address this, the Institute has right-sized its research staff and diversified their research portfolio to include projects for the shale gas industry and CO2 capture and transportation. These efforts have resulted in research awards for 2018 rebounding to above $2M, the average prior to the industry fallout.

To further grow research opportunities, the committee agrees with the Institute’s plans to:

- Continue to diversify its sources of funding to include more grants from federal agencies.
- Diversify the sources of funding to include more testing activity.
- Expand research in the oil and gas field to strengthen work in high-pressure, high-temperature sour corrosion; expand research to cover corrosion issues in the shale oil and gas production industry and engage industrial partners in this arena; and continue with research related to CO2 capture, transportation and sequestration and the associated material and corrosion issues.

Dean/VPRSCA: As per the Dean, “ICMT's research diversification has been successful in preparing the Institute for continued success over the next five years.” The VPRSCA agrees that the Institute has had an outstanding track record, and its plans to diversify and expand its research portfolio will make the Institute more responsive to industry needs and resistant to variability of the oil market. The Institute should be continued.
Center for Scientific Computing & Immersive Technology (CSCIT)

CSCIT, originally named the Center for Intelligent, Distributed, Dependable Systems, was established in 2003 to conduct research focused on middleware and optimization algorithms for high performance computing. For the past decade, the Center has focused on (1) identifying novel regulatory elements and disease biomarkers in the genomes of various species and (2) development of curriculum guidelines and educational programs for bioinformatics.

During the review period, the seven affiliated faculty members, along with their students, have published 12 peer reviewed journal papers, 10 conference/poster presentations, and two patent applications related to the discovery of protein markers for diabetes. CSCIT has garnered $1.22M in external funding and $370k of internal funding.

CSCIT has received significant international visibility in the area of bioinformatics, particularly from the Director’s lead authorship on the official Bioinformatics Curriculum Guidelines of the International Society for Computational Biology, which are used internationally by top institutions. The Center maintains graduate and undergraduate certificate programs in Bioinformatics, with $4.47M in scholarship funding from the Ohio Board of Regents’ Choose Ohio First Scholarship Program. The Center plans to develop specialized biomedical informatics and data science tracks within the computer science (BS and MS) and electrical engineering and computer science (EECS) PhD degree programs in the next five years.

The Center Director will be taking a 2018-2019 sabbatical (fellowship leave), funded by the National Human Genome Research Institute (NHGRI) of the National Institutes of Health (NIH), to build on collaborative research already underway.

The committee recommends that the Center:
- Recruit additional faculty outside of the department. All seven affiliated faculty are from the EECS department.
- Encourage its faculty to be more actively (and officially) involved with the Center, particularly with research funding and journal publications. The majority of the work and output appears to be by the Center Director.
- Modify its name in light of the focus on bioinformatics and biomarker discovery. The terminology “Data Science” or “Informatics” should be included in the center name.

Dean/VPRSCA: The VPRSCA agrees with the Dean that the Center has had a record of success; especially the work conducted by the Director. To ensure long-term viability and continued growth of the Center, the VPRSCA also concurs with the Dean that the Center should focus on increasing the productivity and the number of Center-affiliated faculty. For that reason, a name change that might further narrow the focus of the Center and participation of faculty is not recommended. The Center should be continued.
HERITAGE COLLEGE OF OSTEOPATHIC MEDICINE
Diabetes Institute (DI)
The DI was established as an institute in 2012; prior it had functioned as the Diabetes Endocrine Center as part of the Appalachian Rural Health Institute. As a new institute, the DI formulated an appropriate administrative structure, identified available resources and established goals and objectives. The DI is organized in four divisions: (1) basic and applied research, (2) academic and professional training, (3) clinical care, and (4) community outreach. The mission of the DI is to improve the quality of life for those affected by diabetes and related diseases through innovative basic and translational research, progressive clinical care, education, and community research.

DI currently has 63 faculty and staff from across five colleges and the Edison Biotechnology Institute. This includes five new faculty hires. During the review period, the DI received 40 extramural grants and 51 intramural grants totaling more than $9.9M, and DI faculty and students authored or co-authored 343 peer-reviewed publications. In addition, the DI has provided programming for academic and professional training, clinical care, and community outreach. Highlights include:

- Each year more than 200 medical students, graduates, undergraduates, fellows, postdocs, visiting scholars and high school students have participated in Institute-related research, as volunteers for diabetes-related programs or as student employees.
- The development of the diabetes certificate program for undergraduate and graduate students; to date, 135 students have received certification.
- Establishment of the Translational Health Honors Tutorial College program; seven student have enrolled to date.
- Establishment of a one-year, add-on training program beyond residency in which fellows provide direct patient care; to date, there have been 16 fellows.
- Implementation of adult and student patient navigator programs to help diabetes patients identify and manage barriers to the health care.
- In 2016, the DI worked in partnership with the Voinovich School of Leadership and Public Affairs to conduct a diabetes needs assessment. The mixed method study utilized a telephone survey (n=1884), focus groups (n=36) and interviews (n=9) with people experiencing diabetes, and interviews (n=43) with healthcare providers who treat patients with diabetes.

In 2017, the DI director assumed the role of associate dean for the college, and the DI did not complete its five-year strategic assessment and planning. Based on this, the committee recommends that the DI (1) secure new leadership, (2) engage in strategic planning as the first priority of the new leadership, and (3) aggressively seek more funding to keep improving research infrastructures.

Dean/VPRSCA: The VPRSCA agrees with the Dean and committee that the DI had made significant advances and that continued success will depend on identifying new leadership and setting new strategic priorities. As confirmed by the Dean, “active planning is ongoing toward securing both interim and long-term leadership of the DI.” The Institute should be continued.
WOUB was awarded its first Community Service Grant in 1969. Currently the Center operates as a department within the Scripps College of Communication. WOUB serves 55 counties in three states and manages six PBS television channels, which are broadcast from two transmitters (WOUB and WOUC); one university cable channel; and six noncommercial public radio frequencies (five FM and one AM). Since the last review period WOUB has undertaken a rapid and highly successful transformation from a legacy broadcasting organization to a modernized, “digital first” media organization. WOUB is now producing six nationally and internationally distributed podcasts. In 16 months, they have built a collective audience of 1.6 million followers.

WOUB has just completed a five-year strategic review. In the next five years, the Center plans to add additional broadcast television services and expand their online radio services, digital offerings, and on demand and audio offerings to an even broader audience. They also plan to expand their partnerships and continue to use the Center for student development and as a working communication laboratory. WOUB typically has 200 student volunteers over the academic year and has won numerous student production awards, including regional Emmys.

After more than two years of planning, WOUB received $18.1M from the Federal Communication Commission’s reverse television spectrum auction, in which broadcasters voluntarily relinquished their spectrum usage rights. Nearly $14.5M will be used to set up a WOUB Public Media endowment; the remaining funds will be used to purchase much needed equipment.

The review committee provided several recommendations to help WOUB plan and prepare for the next five years. Recommendations focused on finances and growth, technology and collaboration, and academic and outreach. Highlights include:

- Center leadership should work with staff to implement the five-year strategic plan, including determining funding, programming and partnership priorities.
- WOUB should upgrade equipment and utilize the same software platforms as the rest of the college.
- WOUB should assess existing and develop new partnerships relative to the new strategic plan. Note, this Fall the Dean will form a taskforce to review the WOUB five-year plan, Self-study Report, and Committee Review Report, and develop recommendations for WOUB and College.
- WOUB should continue to develop co-curricular opportunities for students to work with Center, while being mindful of students’ course load and other time commitments.

Dean/VPRSCA: The VPRSCA agrees with the Dean and committee that “the Center is performing at very high level as it meets its mission and goals of providing outstanding public broadcasting service.” This is an exciting time for WOUB, with opportunities to develop new partnerships and programming and the finances to support these endeavors. The Center should be continued.
VICE PRESIDENT FOR RESEARCH & CREATIVE ACTIVITY
The Institute for Applied and Professional Ethics (IAPE)

The IAPE was founded in 1988 with an Ohio Board of Regent's Academic Challenge Grant and became an Institute in 1995. The mission of the IAPE is to advance practical ethical and moral understanding and judgment among the students and faculty of Ohio University, members of the professions, the larger academic community, and the general public through interdisciplinary discussion, education, and collaboration.

Until 2008, the Institute had a regular budget of $110,000 to $150,000 per year and organized workshops & seminars for students and professionals; supported graduate students in fields related to ethics; sponsored ethics-related undergraduate projects and travel; hosted conferences and symposia; sponsored visiting scholars and professionals; and assisted other organizations promoting ethical causes. Starting in 2008, funding from Ohio University for the IAPE was reduced over the next four years, due to university budget cuts, to $7,000 in 2012. This severely impacted programming of the Institute.

In 2016, with new leadership, the Institute has been reinvigorated. The Institute has hosted several invited speakers, panel discussions, and workshops aimed at promoting well-informed, critical reflection on ethics and social responsibility, as well as on economic, social, and environmental sustainability in relation to human rights and social justice. In the coming years, IAPE will continue and expand the IAPE Lecture Series, focusing on relevant ethical topics of the 21st century. It will also widen IAPE’s reach by developing and offering workshops on ethical decision making, such as media literacy, medical ethics, and climate change; continue and expand existing collaborations with other units on campus and in the community at large, including the Little Cities of Black Diamonds; and increase the Institute’s communicative reach through an electronic newsletter, improved online presence, and extended use of social media.

The review committee concludes that IAPE is well positioned to return to its original mission of focusing on applied and professional ethics. The committee affirms that IAPE fulfills an extremely important function by promoting critical dialogue on ethical responsibilities in relation to human rights and social justice broadly conceived. This dialogue richly benefits our campus community and the general public. The committee has the following recommendations:

- The University should provide a stable budget of $10,000 per year for the next three years.
- IAPE should secure some measure of external funding during this time period.

Dean/VPRSCA: The VPRCA is committed to working with the Director to establish a budget to ensure that the IAPE can continue its valuable work on its expanded mission and return to addressing the traditional areas of practical ethical and moral understanding, judgment, and decision making. The Institute should be continued.
Recommend extensions:

- Center for Intelligent Chemical Instrumentation
  Interim Dean Shields requests a one-year extension for the Institute’s review to allow the Center to re-evaluate their intended scope of activity in light of a significant turn-over in Institute membership.

- George Hill Center for Counseling and Higher Education
  Dean Middleton requests a one-year extension for the Institute’s review to allow the newly hired Center Director to become acquainted with the Center and move forward on initiatives.

- Center for Public and Social Innovation
  Dean Weinberg requests a one-year extension for the Institute’s review to allow the newly hired Director and staff to launch several new initiatives.

- Appalachian Rural Health Institute
  Dean Leite requests a one-year extension for the Institute’s review to allow the new Director to define more clearly the Institute’s future directions.
APPOTMENT TO REGIONAL COORDINATING COUNCILS

RESOLUTION 2018 -

BE IT RESOLVED by the Ohio University Board of Trustees that the following persons be appointed to membership on the Coordinating Council for the Zanesville campus of Ohio University.

Ohio University - Zanesville

Patrick L. Nash  For a term beginning November 1, 2018, and ending at the close of business June 30, 2019, vice Abby Nguyen, who resigned.

Shannon Nezbeth  For a three-year term beginning November 1, 2018, and ending at the close of business June 30, 2021, vice Halle Randles, who resigned.
Interoffice Communication

Date:  October 1, 2018

To:  The President and Board of Trustees

From:  Chaden Djalali, Executive Vice President and Provost
        William Willan, Executive Dean, Regional Higher Education

Re:  Regional Coordinating Council Members

Appointments of members to the Coordinating Council for the Zanesville campus are presented for approval by the Board of Trustees for the current fiscal year. The Councils serve as a vital link between the regional campuses and their communities regarding academic programming, relationships with governmental and administrative agencies, and campus facilities.

The resolution includes appointment of two new members. Enclosed are resumes for new appointees.

- Patrick L. Nash, and
- Shannon Nezbeth.
Patrick L. Nash
President & CEO – Century National Bank

Address: 1751 Innisbrook Lane, Zanesville, Ohio 43701
Email: PNash@CenturyNationalBank.com
Work Phone: 740.455.7207
Cell Phone: 740.704.7058

Hometown:
Zanesville, Ohio

Education:
Muskingum University – Bachelor of Arts – Business

Work Experience | Park National Corporation
President & CEO 2013 – Present
President 2011 – 2013
Executive V.P./Commercial Lending 2007 – 2011
Senior V.P./Commercial Lending 2003 – 2006
Senior V.P./Southern Division 1999 – 2003
Vice President/Commercial Lending 1997 – 1999
Banking Center Manager – North 1992 – 1997
Banking Center Manager – South 1988 – 1991
Management Associate 1987 – 1988

Work Experience | Previous
N/A – All employment at CNB

Community Service Highlights
- Genesis Healthcare System Board of Directors – Vice Chair
  - Genesis Healthcare System Executive Committee
  - Genesis Healthcare System Governance Committee
- Muskingum Family Y Board Member
- Muskingum County Community Foundation Board Member
- Zanesville Heartchase Leadership Team
- Zanesville Parkinson’s Group Board Member
Shannon Nezbeth

Experience  

July 2013 – Present

Genesis Healthcare System  Zanesville, OH

Director of Acute Care Medical Services  

- Genesis Nursing Liaison to TeamHealth Hospitalist group – work in dyad with Medical Director to collaborate on process improvements and improving nursing physician relationships and communication  
- Plan, direct, coordinate and evaluate overall nursing practice, administrative activities including fiscal material and human resource management for five medical/surgical units and one observation unit  
- Genesis Liaison to Davita and the Acute Dialysis Unit – work in collaboration with Davita leadership to improve processes  
- Serve on hospital committees and participate in the development and implementation of organizational policies and procedures  
- Identify internal and external ways to leverage core business strengths  
- Coaches and mentors staff  
- Financially accountable for aspects of the business utilizing available financial systems and reports and understanding the expense and revenue aspects of the business

May 2012 – July 2013

Genesis Healthcare System  Zanesville, OH

Director of Nursing Clinical and Community Services  

- Planned, directed, coordinated and evaluated overall nursing practice, administrative activities including fiscal material and human resource management for Nurseline, Transfer Center, Mobile ICU, Nursing Campus Coordinators, Vascular Access Team, Rapid Response Team, and Nursing Care Team  
- Served on hospital committees and participated in the development and implementation of organizational policies and procedures  
- Worked with multiple leaders to streamline the Nurseline responsibilities
- Coached and mentored managers and staff
- Facilitated discussions and process change for movement of patients from surgery to units

October 2004 – April 2012

Genesis Healthcare System Zanesville, OH

Nurse Manager
- Held employees accountable for their work performance and behaviors
- Developed, implemented, and evaluated systems and processes that complemented the overall system for performance improvement
- Facilitated the participation of staff in the systematic, interdisciplinary and ongoing evaluation of programs, processes, and desired client-centered outcomes
- Participated in interdisciplinary development of evidence-based patient standards of care and the collection and analysis of patient outcomes
- Successfully organized and facilitated the moving of 5 nursing units in a two week period
- Facilitated the initiation of the Purposeful Patient Rounding concept throughout the organization
- Developed and taught Purposeful Patient Rounding education sessions to over 1200 Genesis employees

May 2001-October 2004

Genesis Healthcare System Zanesville, OH

Clinical Educator
- Oversaw orientation of new staff for two medical/surgical units
- Developed an annual competency system that served more than 900 employees each year
- Worked with the Training and Development department to develop the curriculum of training programs and coordinate the implementation of programs for medical/surgical RNs and LPNs
- Facilitated the Unit Coordination Council
- Collaborated with ancillary departments to develop solutions to problems that affected patient care
- Active member of the Professional Nursing Practice and Education Committee
August 1997 - May 2001

*Genesis Healthcare System*  
*Zanesville, OH*

**Clinical Coordinator**
- Oversaw workflow of 35 bed medical/surgical telemetry unit while in Charge Nurse role
- Assumed responsibility for a group of patients assigned when necessary
- Collaborated with other Clinical Coordinators and supervisors regarding staffing and patient care issues.
- Participated in completing and conducting evaluations during annual evaluation period
- Participated in staffing and scheduling as directed
- Represented Med/Surg on several committees

January 1996 - August 1997

*Genesis Healthcare System*  
*Zanesville, OH*

**Staff RN**
- Assumed responsibility for a group of patients assigned on a medical/surgical telemetry unit
- Delegated appropriate tasks based on acuity of patient and skill level of resource staff

June 1994 - January 1996

*Genesis Healthcare System*  
*Zanesville, OH*

**Patient Care Technician**
- Administered care to an assigned group of patients on a 30 bed medical/surgical unit under the supervision of a licensed healthcare worker
- Worked as a team with fellow patient care technicians to assure that all patients on the unit were given quality care.
June 1993- June 1994

Brendamour's Sporting Goods  Zanesville, OH

**Assistant Manager**
- Oversaw the performance of employees
- Responsible for developing schedules for approximately 12 employees
- Ordered merchandise and monitored inventory
- Responsible for opening and closing store

**Education**

January - February 2017 **Communication in Healthcare Facilitator Training**
- Communication in Healthcare is a peer-to-peer communication and leadership training program focusing on relationship centered leadership and communication skills

February 2013 **Serving Leader Development Experience**
- Learned to apply the Five Actions of Serving Leadership to maximize the talents and strengths of the team towards a great purpose

2006-2008 **Indiana Wesleyan University**  Marion, IN
- Master's Degree in Nursing Administration
- Graduated Cum Laude

2004-2006 **Indiana Wesleyan University**  Marion, IN
- Baccalaureate Degree in Nursing
- Graduated Cum Laude

1994-1995 **Ohio University-Zanesville**  Zanesville, OH
- Associates Degree in Nursing
- Graduated Cum Laude
1990-1993  Ohio State University  Columbus, OH

- Completed general prerequisite courses along with courses in the areas of mathematics, accounting, education, and pre-pharmacy chemistries
- Carried a 3.9 GPA

Certifications  Certification in Medical Surgical Nursing since May 2004
Interoffice Communication

Date:    October 1, 2018

To:      The President and Board of Trustees

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

Re:      Strategic Enrollment Management Update- Fall Census Data

This presentation will be an update of the Fall 2018 census data compared with previous years across OHIO’s educational modalities.

Highlights of the presentation include:

- Discussion of enrollments and how the Fall term compares to previous years,
- Discussion as to the enrollment milestones and records set this year across all of the campuses and educational offerings of OHIO, and
- Discussion as to the Fall 2019 planning efforts across all enrollment student groups to continually adapt to an ever-changing marketplace.
Enrollment Update

October 18, 2018

Tab; pg
OHIO’s Multi Campuses, Modalities and Reach

Overall University Enrollments

- New Freshmen
- New Transfer
- Undergraduate Online
- Athens Undergraduate
- Graduate – Ground Based
- Graduate Online
- Medical- HCOM
- RHE

Fall 2018 Total Enrollments by Zip Code
Currently at 34,443

Down 1,434 (3.9%) over last year.

These numbers are based on the Fall 15th day census.

There will be changes over the term, mostly due to multiple start online programs before final fall numbers.
Fall Census Enrollments – New Athens Freshmen

New Freshmen Students
• 3,980
• -65 (1.6%) over last year
• +5 over FY19 budget
Fall Census Enrollments – New Athens Freshmen

Freshmen Highlights and Milestones

**Under-Represented Students (%)**
- 535, 13.2% of Freshman Class, RECORD

**Out-of-State Students (#)**
- 553, 7.2% increase, 13.9% of class

**International Students (#)**
- 39, an 11 student (39.3%) increase

**First-Generation Students* (%)**
- 1,037, 26.3% of Freshman Class, RECENT RECORD

**Appalachian County Students (%)**
- 731, 18.4% of Freshman Class, Tied for RECENT RECORD

*parents less than 2 year degree
Fall Census Enrollments – New Athens Freshmen

Freshmen Highlights and Milestones

- Average Composite ACT of 24.0
- Average High School GPA of 3.54 (tied with last year)
- 44.4% in top 25% of their high school class - 2nd highest in 14 years

- Analysis of scholarship program success in attracting students and impact on retention is ongoing
- Discussion of outcomes at future meeting
Undergraduate Online Programs

Online Degree Completion Programs

Total Undergraduate Online Students
- 5,210
- -278 (5.1%) over last year

RN-to-BSN Students
- 4,758
- -330 (6.5%) over last year
- Resident down 361 at 3,118
- Non-resident up 16 at 1,640 (record)

Other Online Programs Outside of RN-to-BSN
- 452 (record)
- +50 (13.9%) over last year
Athens Graduate Enrollments

Graduate / Ground-Based and Hybrid
- 2,726 Students
- -279 (9.3%) over last year
- Predominately Ph.D. programs
- Little budgetary impact

Graduate Online Programs
- RECORD
- 2,428 Students
- +153 (6.7%) over last year
HCOM Enrollments- All Campuses

Heritage College of Osteopathic Medicine

- RECORD
- 982 Students
- +60 (6.5%) over last year
- Fall 2018 is final year of planned growth
Regional Higher Education and College Credit Plus

**Regional Higher Education**
- 5,990
- -436 (-6.8%)

**College Credit Plus**
- 820 Total
- -39 (4.5%) over last year
- RHE enrollment accounts for 88% of total CC+ enrollments
Moving Forward

FY19+
2019 Efforts and Planning
New Freshmen and Transfers

Expanded Marketing and Communications

Video Link
2019 Efforts and Planning
New Freshmen and Transfers

12,000+ More Inquires
(students who have already “raised their hand”)

Expanded Domestic and International Outreach

Continued Enhancements to Affordability with Scholarships and Leveraging

OHIO Honors - Fall 2019
University-Wide Cohort (following three college pilot in fall 2018)
2019+ Efforts and Planning

New Freshmen and Transfer Students

OHIO Partners

- Regular meetings with students and administration at partner institutions
- STEP (Strategic Transfer Education Plan) enhancement with The OHIO Guarantee™
- Exploring expanded pathway programs for students from partner institution through graduate school at OHIO
2019+ Efforts and Planning
Online Programs

- Developing streamlined graduate enrollment support services to align our coordinated efforts
- Developing a project-management approach through OII office to assure efficiencies, market analysis, and clear pathway for program development
- Looking at key out-of-state markets for expansion of select programs and necessary services to support
2019+ Efforts and Planning
Medical HCOM Enrollments

• Enrollment growth strategy attained

• Strategic initiatives to optimize student experiences
  o Create a long-range plan for medical school affordability
  o Launch flexible, innovative, continuously evolving, osteopathic curricular
  o Build a new, modern medical education facility on Athens campus
  o Expand and enhance recruitment activities and pipeline programs to attract a diverse student body that aligns with health care needs in Ohio, ultimately increasing access for students
  o Create an individualized student success program
  o Develop and implement a comprehensive plan for student physical and mental health, wellness and resilience
  o Expand student scholarship support
  o Develop an alumni engagement and connection strategy
2019+ Efforts and Planning
RHE and Extension Campuses

- RHE Task Force recommendations November, 1st
- Shared position with Enrollment Management for student communications and recruitment
- Development of new hybrid programs at extension programs and/or alignment with partner institutions on those campuses (early conversations)
Interoffice Communication

Date: October 1, 2018

To: The President and Board of Trustees

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

Re: Community Standards and Student Responsibility Update

I have attached for your information the annual four-year comparison of conduct cases and a four-year comparison of conduct offenses.

Most notably you will find:

- Total number of cases decreased for the second year in a row
- In relation to the numbers from 2016-17, we have seen the number of charges increase in the following areas:
  - Academic misconduct
  - Fire safety
  - Sexual misconduct
  - Theft
- In relation to the numbers from 2016-17, we have seen the number of charges decrease in the following areas:
  - Damage to property
  - Harmful behavior (physical harm or threat of physical harm)
  - Misuse or unauthorized use of university facilities
- While the number of cases involving alcohol and marijuana have remained relatively consistent, there has been a shift in the types of behaviors reported. Specifically, the numbers of low-risk alcohol behaviors have decreased while high-risk alcohol behavior numbers have increased.

I look forward to reviewing this information with you at the October board meeting and sharing factors that may be influencing these trends.

I will be happy to answer any questions you may have about these documents prior to or during the meeting.
### 2017-18 SUMMARY OF CHARGES - COMPARISON

This summary reflects the number of times particular violations of the *Student Code of Conduct* appeared on formal complaints for academic years 2014-15, 2015-16, 2016-17, and 2017-18. It should be noted that this data relates to charges, not the number of cases referred to the Community Standards process (individual cases often contain multiple charges). To calculate the data for 2017-18, CSSR looked at referrals received between August 24, 2017 (the day the residence halls opened for the Fall 2017-18 semester) through August 22, 2018. As the *Student Code of Conduct* changed dramatically as of August 19, 2015, the comparison below contains only the current *Student Code of Conduct* charges that can be directly mapped to charges in the previous *Code* in order to provide for accurate comparison.

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<tr>
<td>D17a</td>
<td>13</td>
<td>55</td>
<td>46</td>
<td>95</td>
</tr>
</tbody>
</table>
Office of Community Standards and Student Responsibility
Student Sexual Misconduct, Stalking and Relationship Violence Process

Below is a summary of the matters resolved through the Student Sexual Misconduct, Stalking and Relationship Violence Process for the 2014-15, 2015-16, 2016-17, and 2017-18 academic years. These statistics are based on when the incident was reported to the university and not when the incident occurred.

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Cases</th>
<th>Cases Resolved</th>
<th>Cases Pending</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017-2018</td>
<td>26</td>
<td>23</td>
<td>3</td>
</tr>
<tr>
<td>2016-2017</td>
<td>22</td>
<td>22</td>
<td>1*</td>
</tr>
<tr>
<td>2015-2016</td>
<td>30</td>
<td>29</td>
<td>1*</td>
</tr>
<tr>
<td>2014-2015</td>
<td>21</td>
<td>21</td>
<td></td>
</tr>
</tbody>
</table>

*Pending case involves a student who is not currently enrolled; registration hold has been placed.

Findings by Charge
One case may have multiple charges associated with it.

<table>
<thead>
<tr>
<th>Year</th>
<th>Accepted Responsibility</th>
<th>Hearing In Violation</th>
<th>Hearing Not In Violation</th>
<th>Pending</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>17-18</td>
<td>0</td>
<td>1</td>
<td>3</td>
<td>0</td>
<td>4</td>
</tr>
<tr>
<td>16-17</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>15-16</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>14-15</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>17-18</td>
<td>0</td>
<td>2</td>
<td>6</td>
<td>0</td>
<td>8</td>
</tr>
<tr>
<td>16-17</td>
<td>1</td>
<td>1</td>
<td>4</td>
<td>0</td>
<td>6</td>
</tr>
<tr>
<td>15-16</td>
<td>3</td>
<td>5</td>
<td>6</td>
<td>1</td>
<td>15</td>
</tr>
<tr>
<td>14-15</td>
<td>3</td>
<td>6</td>
<td>2</td>
<td>1</td>
<td>11</td>
</tr>
<tr>
<td>17-18</td>
<td>0</td>
<td>6</td>
<td>9</td>
<td>3</td>
<td>18</td>
</tr>
<tr>
<td>16-17</td>
<td>0</td>
<td>5</td>
<td>10</td>
<td>0</td>
<td>15</td>
</tr>
<tr>
<td>15-16</td>
<td>2</td>
<td>9</td>
<td>11</td>
<td>0</td>
<td>22</td>
</tr>
<tr>
<td>14-15</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>5</td>
</tr>
<tr>
<td>17-18</td>
<td>0</td>
<td>3</td>
<td>11</td>
<td>2</td>
<td>16</td>
</tr>
<tr>
<td>16-17</td>
<td>0</td>
<td>5</td>
<td>10</td>
<td>0</td>
<td>15</td>
</tr>
<tr>
<td>15-16</td>
<td>0</td>
<td>6</td>
<td>7</td>
<td>0</td>
<td>13</td>
</tr>
<tr>
<td>14-15</td>
<td>0</td>
<td>2</td>
<td>6</td>
<td>0</td>
<td>8</td>
</tr>
<tr>
<td>17-18</td>
<td>0</td>
<td>2</td>
<td>3</td>
<td>2</td>
<td>7</td>
</tr>
<tr>
<td>16-17</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>15-16</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>14-15</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>17-18</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<td>0</td>
</tr>
<tr>
<td>16-17</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>15-16</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>14-15</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>17-18</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>16-17</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>15-16</td>
<td>0</td>
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<td>0</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>14-15</td>
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<td>--</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>17-18</td>
<td>0</td>
<td>14</td>
<td>34</td>
<td>7</td>
<td>55</td>
</tr>
<tr>
<td>16-17</td>
<td>2</td>
<td>14</td>
<td>27</td>
<td>0</td>
<td>43</td>
</tr>
<tr>
<td>15-16</td>
<td>5</td>
<td>22</td>
<td>26</td>
<td>1</td>
<td>54</td>
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<tr>
<td>14-15</td>
<td>4</td>
<td>8</td>
<td>13</td>
<td>0</td>
<td>25</td>
</tr>
</tbody>
</table>

*Dating Violence, Domestic Violence and Stalking were not separate charges in the 2014-15 academic year. Those cases were charged as Sexual Harassment by Hostile Environment.

*as of September 20, 2018
### Sanctions by Case

<table>
<thead>
<tr>
<th>Year</th>
<th>No Finding On Any Charge</th>
<th>Probation</th>
<th>Suspension</th>
<th>Expulsion</th>
<th>Pending</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017-18</td>
<td>15</td>
<td>0</td>
<td>4</td>
<td>4</td>
<td>3</td>
<td>26</td>
</tr>
<tr>
<td>2016-17</td>
<td>12</td>
<td>1</td>
<td>3</td>
<td>6</td>
<td>0</td>
<td>22</td>
</tr>
<tr>
<td>2015-16</td>
<td>12</td>
<td>2</td>
<td>9</td>
<td>6</td>
<td>1</td>
<td>30</td>
</tr>
<tr>
<td>2014-15</td>
<td>10</td>
<td>5</td>
<td>5</td>
<td>1</td>
<td>0</td>
<td>21</td>
</tr>
</tbody>
</table>

### Appeals by Case

Either party may submit an appeal of the outcome. Grounds for appeal are limited to: Inappropriate sanction, procedural defect in the original hearing, and/or presence of new evidence that was not available at the time of the hearing. The below numbers represent resolved cases only.

<table>
<thead>
<tr>
<th>Year</th>
<th>No Appeal</th>
<th>Appeal Submitted, Result: Decision Upheld</th>
<th>Appeal Submitted, Result: Matter Returned for Re-Hearing</th>
<th>Appeal Submitted, Decision Pending</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017-18</td>
<td>15</td>
<td>8</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>2016-17</td>
<td>18</td>
<td>4</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>2015-16</td>
<td>20</td>
<td>8</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>2014-15</td>
<td>14</td>
<td>6</td>
<td>1</td>
<td>0</td>
</tr>
</tbody>
</table>

*as of September 20, 2018*
OFFICE OF COMMUNITY STANDARDS AND STUDENT RESPONSIBILITY
2017-18 COMPARISON OF CONDUCT CASES

This summary reflects the total number of cases referred to the Community Standards process for the 2017-18 academic year and their disposition. Data for the academic years 2014-15, 2015-16, and 2016-17 are included for comparison purposes. To calculate the data for 2017-18, CSSR looked at referrals received between August 24, 2017 (the day the residence halls opened for the Fall 2017-18 semester) through August 22, 2018.

<table>
<thead>
<tr>
<th>Case Disposition</th>
<th>2017-18</th>
<th>2016-17</th>
<th>2015-16</th>
<th>2014-15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reprimand</td>
<td>172</td>
<td>224</td>
<td>139</td>
<td>138</td>
</tr>
<tr>
<td>Probation</td>
<td>1050</td>
<td>1083</td>
<td>1090</td>
<td>1183</td>
</tr>
<tr>
<td>Suspension</td>
<td>36</td>
<td>40</td>
<td>44</td>
<td>47</td>
</tr>
<tr>
<td>Expulsion</td>
<td>2</td>
<td>9</td>
<td>7</td>
<td>1</td>
</tr>
<tr>
<td>Medical Emergency Assistance</td>
<td>20</td>
<td>24</td>
<td>27</td>
<td>28</td>
</tr>
<tr>
<td>Not In Violation</td>
<td>554</td>
<td>642</td>
<td>799</td>
<td>813</td>
</tr>
<tr>
<td>Pending Cases**</td>
<td>59</td>
<td>52</td>
<td>145</td>
<td>179</td>
</tr>
<tr>
<td>Total</td>
<td>1893</td>
<td>2074</td>
<td>2251</td>
<td>2389</td>
</tr>
</tbody>
</table>

**44 of the 59 pending cases from 2017-18 are holds, where students are not currently enrolled or have indicated they are not returning. The pending cases still listed for previous years are also holds for students who have not returned.

<table>
<thead>
<tr>
<th>Case Resolved by</th>
<th>2017-18</th>
<th>2016-17</th>
<th>2015-16</th>
<th>2014-15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Notification of Report</td>
<td>45</td>
<td>32</td>
<td>90</td>
<td>21</td>
</tr>
<tr>
<td>Sexual Misconduct Process</td>
<td>20</td>
<td>31</td>
<td>29</td>
<td>21</td>
</tr>
<tr>
<td>Community Standards Conference</td>
<td>1552</td>
<td>1744</td>
<td>1793</td>
<td>1910</td>
</tr>
<tr>
<td>Administrative Hearing</td>
<td>185</td>
<td>173</td>
<td>158</td>
<td>242</td>
</tr>
<tr>
<td>University Hearing Board</td>
<td>32</td>
<td>42</td>
<td>36</td>
<td>37</td>
</tr>
<tr>
<td>Cases Still Open</td>
<td>59</td>
<td>52</td>
<td>145</td>
<td>179</td>
</tr>
<tr>
<td>Total</td>
<td>1893</td>
<td>2074</td>
<td>2251</td>
<td>2389</td>
</tr>
</tbody>
</table>

| Appeal Boards                     | 32      | 46      | 41      | 53      |
| Vice Presidential Appeal          | 14      | 21      | 17      | 17      |

Report compiled September 20, 2018
Conduct Case Comparison

- Overall number of cases continue to decrease
  - 21% decrease over the last four years
  - Complexity of cases continues to increase
- Proportion of case disposition (how cases are resolved) remains consistent
- Appeal rates for non-sexual misconduct cases remain relatively consistent (around 2%)
Conduct Case Comparison

- Academic misconduct charges rose by 16% this past year
- Overall alcohol charges remained steady
  - 10% drop in number of low-level behaviors
  - 16% rise in number of higher risk behaviors
- Marijuana-related charges remained relatively consistent from last year
• Slight decrease in charges related to harmful behavior towards others (9%)
• Significant decrease (45%) in damage to property charges from last year
• Number of fire safety equipment charges increased significantly (57%)
  • Largely due to increased vaping and use of electronic cigarettes in the residence halls
Conduct Case Comparison

• Significant increase in theft charges (24%)
  • A small but important number of these theft cases involve stealing food due to food insecurity
  • Working with the new Ohio Basic Needs initiative, and Assistant Dean of Students Kathy Fahl to mitigate
Sexual Misconduct Cases

- Total Number of Cases: 26
- Cases Resolved: 23
  - Student accepted responsibility: 0
  - Hearings resulting in at least one violation: 8
  - Hearings resulting in no violations: 15
- Cases Pending: 3
Sexual Misconduct Cases

• Overall number of cases have slightly increased from last year, but consistent with average (24 cases/year over the last 4 years)
• Significant increase in the number of cases involving dating violence (3x); all other charges remain relatively consistent
• 23% of cases involved cross-complaints, where both parties made allegations against each other
• 6th Circuit Court of Appeals
  • Court has issued a number of decisions regarding how colleges and universities have handled sexual misconduct allegations
  • Overall, the decisions issued by the court have affirmed practices employed by CSSR & ECRC in sexual misconduct investigations
  • Slight changes have been made as to how parties participate in hearings and how information is considered should someone fail to participate in a hearing
Sexual Misconduct

On the Horizon

• Department of Education
  • Office of Civil Rights has been working on new guidance for colleges and universities related to Title IX investigation and enforcement
  • The guidance is expected to be shared for public comment soon
  • We are prepared to respond to the final guidelines when they are released
Medical Marijuana

On the Horizon

• Expected to become available sometime this fall semester

• As marijuana is still illegal on the federal level, and the university must comply with the Drug Free Schools and Communities Act, nothing will change in terms of the Student Code of Conduct prohibitions on marijuana use on campus
Questions?
Interoffice Communication

Date: October 1, 2018

To: The President and Board of Trustees

From: Chaden Djalali, Executive Vice President and Provost
Kerri Griffin, Interim Director of Civil Rights Compliance and Title IX

Re: Annual Clery Act Compliance Report

In accordance with the federal Clery Act and U.S. Department of Education regulations, Ohio University released its 2018 Annual Security Report and 2018 Annual Clery Fire Report on October 1, 2018. The reports are available at https://www.ohio.edu/equity-civil-rights/2018-Annual-Security-Report.cfm and https://www.ohio.edu/riskandsafety/docs/2018_CLERY.pdf. This year’s Clery report was compiled by the Office of the EVPP and the Office of Equity and Civil Rights Compliance, in close coordination with the Ohio University Police Department, the Office of Community Standards and Student Responsibility, and each of OHIO’s regional and extension campuses.

Following are several important points that will aid in understanding the ASR crime data:

- The report includes data for the previous calendar year and two prior years—in this case, 2017, 2016 and 2015. Even though this is OHIO’s 2018 report, it does not contain 2018 statistics. Those will be included in next year’s ASR.

- Crimes counted in this report were reported in 2017. In other words, they may have happened in a prior year, but if the first report of it was made in 2017 the crime was counted in the 2017 numbers.

- For the Athens campus, statistics reported in every column labeled “On-Campus Residential Facilities” are also included in the column labeled “On Campus.” While this table structure can lead to confusion, it is based on current recommendations in the federal Clery Act guidelines.
Interoffice Communication

Date: October 1, 2018

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: Supporting First Generation Students Through Mentoring

Approximately one-third of all new first-year Athens campus students have reported being first generation students, using the federal definition of neither parent having completed a bachelor’s degree. The success of first generation students is critical to OHIO’s access mission and to public education’s role in supporting economic mobility. Completing a college degree can have a profound impact on an individual student, on their family, and on the economy: completing a bachelor’s degree increases an individual’s median earnings (~ $24,000 per year over high school graduates) and reduces the likelihood of living in poverty (4% vs. 13% of high school graduates) (Ma, Pender, and Welch, 2016). Many studies have identified the persistence and completion rate gaps that exist for first generation students, including a national average of a 14-percentage point gap in four-year degree completion for first generation vs. continuing generation peers (DeAngelo, Frank, Hurtado, Pryor, and Tran, 2011). While OHIO outperforms that gap—our four-year graduation rate shows a gap of 8 percentage points for first gen students (2012 cohort)—we are committed to closing the gap completely as part of our overall goals to improve student success, persistence, and graduation across the university.

The College Achievement Program (CAP), an established federally funded TRiO/SSS program, and the OHIO First Scholars program, which began in 2012 to support all first generation students, both provide support for first generation student success, including free tutoring, proactive supplemental advising, support for academic skills, and dedicated seminars. Both also include structured mentoring programs.

Mentoring programs are critical for first gen students: in addition to creating a community that welcomes new first gen students while they make the critical transition to Ohio University, mentoring can provide important social capital and help reveal the “hidden curriculum” for succeeding in college that continuing generation students have already learned from their families. Mentoring programs can also help highlight the unique positive attributes first generation students bring to OHIO (highly motivated, proactive, goal directed, and optimistic, among others). The CAP mentoring program, which serves first gen students who are also academically at risk, includes numerous contact points from staff as well as from peer mentors.
The OHIO First Scholars mentoring program was started in 2015, and includes first gen faculty and staff as mentors. The attached materials describe the differences between the populations each program serves, how some of their support services differ because of their populations, and the direct positive impact each program has on first generation outcomes, especially first gen student persistence and success. During the presentation, participants from both programs will discuss how these two mentoring programs have had a positive impact on both mentors and mentees.
Supporting First Generation Students Through Mentoring

October 18, 2018
First Gen Persistence

First-Generation Students ("First Gen"): Students who have no parent or guardian who has earned a college degree

Key Problem: Lower First Gen Retention and Graduation Rates
First generation OHIO students have a lower first-year retention rate, averaging 75% compared to 83% for continuing generation students since 2013, resulting in a reduced 4-year graduation rate of 39% vs. 48% respectively (for the entering class of 2012).

Other critical focus areas: Pell-eligible and African American student persistence
Impact of First Gen Success

Athens Campus
Overall retention rate, annual vs. 3-year rolling average

First-year retention

Athens Campus
First Year Retention Rate by first generation status & average ACT composite scores

Average ACT
• Serves students with academic need AND:
  a) first gen, or
  b) low income, or
  c) registered with Student Accessibility Services

• Program started >35 years ago
• Serves 275 students*
• Housed in the Academic Achievement Center in Alden Library
• Undergraduates across all majors/levels

* Anticipated 4.25% increase for AY18-19 will increase students to 287

• Serves any first gen student
• Initiative started in 2012, mentoring program in 2015
• Serves up to 1200 students, depending on programming
• Housed in the Allen Student Advising Center in Baker Center
• Undergraduates across all majors/levels
• Free tutoring
• Supplemental academic and career advising
• First-year seminar
• Academic skills support
• Financial literacy and financial aid support
• Computer lab with free printing
• Support for grad/professional school applicants
• Programming including exposure to cultural events and academic programs not usually available
• Mentoring program, including peer mentoring

• Free tutoring
• Supplemental Academic Advising
• First-generation seminar
• Strategic, proactive group and individual outreach from Orientation to commencement
• “We Are First” – first-generation student organization
• Optional residential living experience
• Campus-wide first-generation awareness and community-building campaign, “First Gen? Me Too!”
• Student–faculty/staff mentoring program
Peer mentoring program

- Connects peers who have participated in a TRiO program with new CAP students
- Peer mentors work ~10 hours per week, with required weekly contact with each mentee, office hours, and study tables
- Peer mentors also lead engagement activities (e.g., scholarships and financial literacy)
- Provides development for both peer mentor and mentee

Student–faculty/staff mentoring program

- Connects first-year, first-gen students to OHIO faculty, staff, or full-time grad students who were first gen or want to support first-gen students
- Structured mentoring pilot in 2015; now 80 pairs
- Prioritizes acceptance of first-gen, Pell eligible students who are not in another structured mentoring program
- Mentors meet biweekly with mentee to listen, assist with goal setting, introduce institutional culture, and provide general support and guidance
Outcome goals set by TRiO grant program:
- Persistence Rate: 86%
- Good Academic Standing Rate: 90%
- Graduation Rate: 59%

CAP Pell-eligible persistence rate: 91% (17–18)
CAP First Gen persistence rate: 84% (17–18)
CAP First Gen graduation rate: 60% (12–13 cohort)

OHIO overall retention/4-yr/6-yr grad:
- Pell-eligible 73.7%—39%—55%*
- First Gen: 73.2%—40%—TBD

*For 2016/2013/2010 cohorts respectively; first gen status tracked reliably starting 2012
Outcomes

Mentored students are retained at higher rates, accumulate more credit hours, and earn higher GPAs

Retention rate to the University for Mentored First Gen, Non-Mentored First Gen, and Continuing Gen students

Percentage of entering students making “On Track” Standard Academic Progress at end of first year (cumulative GPA ≥ 2.00 & Earned Credits of 30)
Discussion

CAP student and peer mentor

OHIO First Scholars Faculty and staff mentors and mentees
Questions?
WHEREAS, the Division of Film within the School of Dance, Film, and Theater in the College of Fine Arts proposes to establish the Bachelor of Fine Arts in Film degree; and

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

WHEREAS, throughout its history, the Film program has stressed creativity, diversity, and a personalized academic experience, the proposed curricular program will draw on and expand the already existing undergraduate education to allow students to pursue future careers in film production and related fields; and

WHEREAS, the Bachelor of Fine Arts in Film is a unique curriculum providing professional training in all major aspects of filmmaking alongside a solid foundation in film studies; and

WHEREAS, the program will prepare students to succeed in careers in the film and television industry, in professional areas utilizing time-based media (i.e., the web, advertising), and/or as independent artists; and

WHEREAS, the degree requires 46 core credits and 24 additional requirements (including an internship opportunity) within 120 hours total; and

WHEREAS, facilities and faculty resources are sufficient along with new postgraduate appointments (using eligible students who have completed the Master of Fine Arts in Film) to establish the Bachelor of Fine Arts in Film.

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees of Ohio University hereby approves establishing the Bachelor of Fine Arts in Film degree within the Division of Film in the School of Dance, Film, and Theater in the College of Fine Arts.
Interoffice Communication

Date: October 1, 2018

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 – Bachelor of Fine Arts in Film

A resolution is included seeking board approval to establish the Bachelor of Fine Arts in Film degree in the College of Fine Arts.

The program development proposal materials are presented. University Curriculum Council has approved the program.

The Ohio University Film Division provides a unique educational environment supporting the study and production of film as an art form, an educational tool, and a dynamic culture force.

The Bachelor of Fine Arts in Film requires 46 semester hours in a core curriculum and 24 additional hours in electives and film studies beyond the sophomore year, including an internship experience, within 120 total credit hours. University facilities and faculty resources are sufficient. The only “new” faculty would come from 1 to 2 post-graduate appointments.

The Bachelor of Fine Arts in Film will prepare students in all aspects of the filmmaking process, from conceptualizing a story through the shooting and production work to editing, sound mixing and exhibition. The goal is to nurture well-rounded, creative, and skilled filmmakers able to enter careers across the spectrum of professional opportunities in cinema. In addition to having mastered the technical skills of filmmaking, the students will develop as creators, crew-mates, and artists through the degree program.
Title of Program: Bachelor of Fine Arts in Film

1) Summary

The Ohio University Film Division provides a unique educational environment supporting the study and production of film as an art form, an educational tool, and a dynamic culture force. The program had its start in 1968 when the College of Fine Arts began to offer select undergraduate courses in film. In the 1970s, a graduate MFA program was added to the undergraduate offerings, and in the mid-1980s a BFA in Arts was offered with a film emphasis. The School of Film was renamed the Film Division in 2013 when it joined the School of Dance, Film, and Theater.

Currently, the Film Division offers an MFA in Film, an MA in Film Studies, and a BFA in Film Tutorial degree as part of the Honors Tutorial Program. Throughout its history, the film program has stressed creativity, diversity, and a personalized academic experience for graduate and undergraduate students. The current proposal aims to continue this long history by creating a BFA in Film that will draw on and expand the already existing undergraduate education to allow students to pursue future careers in film production and related fields.

The BFA in Film is a unique curriculum providing professional training in all major aspects of filmmaking alongside a solid foundation in film studies. The program prepares students to succeed in careers in the film and television industry, in professional areas utilizing time-based media (i.e., the web, advertising), and/or as independent artists. The focus of the program is to develop each student’s individual strengths as visual storytellers, creative voices, and critical media practitioners within the context of a rigorous liberal arts education. By encouraging students to master a wide range of tools as well as specific areas of knowledge and experience, the program aims to nurture filmmakers that will be ready, upon graduation, to work in a multifaceted and rapidly changing media world, while discovering and expressing their unique creative vision. Students, upon completion of the program, will be prepared to conceptualize and produce a feature length fiction or non-fiction narrative film intended for theatrical release or other distribution.

In their freshmen and sophomore years, students receive an introduction to film as an art form, focusing on film history and film studies combined with an overview of basic filmmaking techniques and tools. Fiction, non-fiction, and experimental films and filmmaking practices are explored. In their junior and senior years, students continue to engage with a rigorous film studies program while shifting their focus to filmmaking praxis. During this period, students also take part in specialization classes designed around professional practice. Utilizing a project-based approach to building creative portfolios, students earn a BFA with a concentration in directing, screenwriting, producing, cinematography, or post-production. Students graduate with a strong combination of critical knowledge, filmmaking skills, and a polished portfolio of work.
II) The Need for the Program:

1) What is the local, regional, and national demand for graduates of the proposed program?

As the number and varieties of screens and media platforms has expanded from the movie theater to television and, more recently, computer monitors and portable devices, the demand for visual storytellers has also been growing exponentially. There has been explosive growth not only in the quantity of content being demanded, but also in its diversity: from short form to long form, fiction to non-fiction, and a great variety of combinations or mixed forms. This phenomenon presents an exciting time for the professionally-trained director, screenwriter, cinematographer, editor, or producer to forge lasting careers. This is an exciting time to be a filmmaker and visual storyteller.

Periodic informal inquiries to the Artistic Director/Head of the Film Division, to the Assistant Dean of the College of Fine Arts, and to the Dean of Honors Tutorial College, have indicated a persistent interest in a conservatory-style professional undergraduate degree in the arts that can train students in the many aspects of filmmaking.

In light of the increasing demand for education within the discipline, and for the services of film-program graduates, the Ohio University School of Dance, Film, and Theater proposes the addition of a BFA in Film degree program to its BFA in Film Tutorial, MFA in Film, and MA in Film Studies degree programs.

2) What other schools within Ohio offer the same or similar program?

Wright State University offers a BFA in Theatre with a concentration in Motion Pictures Production and is the only other school in Ohio offering an analogous BFA degree. From the Wright State website: “The Bachelor of fine Arts (B.F.A.) in Motion Picture Production is a highly selective program...” The proposed BFA is also a small program. Given the growing demand, there is room for two small programs in the state of Ohio.

The proposed degree differs from the Wright State version due to its linkage to the MFA in Film being offered at Ohio University and also because of the crossover potential with the School of Media Arts and Studies.

The School of Media Arts and Studies (MDIA) in the Scripps College of Communication currently offers a B.S.C. degree in five emphasis areas: Media and Social Change; Games and Animation; Music Production and Recording Industry; Screenwriting and Producing; Integrated Media. MDIA provides a liberal arts approach to media education. In addition to media production, their students learn media history, media theory, and media business concepts that will allow them to succeed in the modern media world. MDIA currently has an enrollment of approximately 700 undergraduates.

The BFA in Film program will rest on professional filmmaking training with a liberal arts base conducted in a conservatory setting. The conservatory approach is immersive and
will be grounded in the strategic integration of scholarship, craft, and aesthetics. Additionally, BFA students’ access to, and participation in, graduate level film production experiences (via practicum credits) distinguishes this program from other undergraduate educational opportunities within the State of Ohio.

3) How does the proposed program align with the current vision for the university?

The proposed BFA in Film degree program clearly aligns with the current vision of Ohio University through the creation of a transformative student centered learning experience. By emphasizing the individual needs of students in the program, and by closely integrating an immersive hands-on experience with a rigorous scholarly curriculum, the proposed BFA in Film degree expands Ohio University’s pursuit of individual student excellence that points students toward successful post-graduation careers.

4) What Ohio University program comes closest to duplicating the proposed program?

a. What duplication exists between the proposed program and other Ohio University programs?

The School of Media Arts and Studies is a professional degree program in media studies and production, and thus has some commonalities with the proposed BFA in Film. However, the specific needs addressed by the proposed BFA in Film are not covered by the existing program in the School of Media Arts and Studies. The School of Media Arts and Studies offers five areas of emphasis: Media and Social Change, Games and Animation, Music Production and Recording Industry, Screenwriting, and Integrated Media Production. None of these offer the holistic approach to film production and visual storytelling that will be covered by the proposed BFA. The BFA will train students in all aspects of the filmmaking process, from conceptualizing a story through the shooting and production work to editing, sound mixing and exhibition. The goal is to nurture well-rounded, creative, and skilled filmmakers able to enter careers across the spectrum of professional opportunities in cinema.

This focus on a cohesive four-year curriculum in film differentiates the BFA from the broad professional, skill-based education offered by the School of Media Arts and Studies. The core of the BFA will be the personalized education offered to each student by an experienced faculty who are themselves successful professional filmmakers. Students will enter an immersive environment with a small cohort of engaged film students (12 students per class). The small size of the program and close contact with faculty and graduate student filmmakers will allow each student to discover and develop their unique goals and interests as visual storytellers. In addition to having mastered the technical skills of filmmaking, the students will discover themselves as creators, crew-mates, and artists through the four years of the degree program.
Supporting this broad mission will be a strong emphasis on scholarship, beginning with a heavy focus on film history, analysis, and aesthetics in their first years and continuing throughout the four-year program. The scholarship will be offered by faculty in the School of Film’s MA program, giving BFA students a high level exposure to film scholarship providing the necessary historical, cultural, theoretical, and aesthetic knowledge necessary to succeed as filmmakers. The BFA in Film is for the student who understands the singular focus of this degree track.

The preparation offered by the proposed BFA in Film prepares students for a different constellation of career opportunities than those available to students who graduate from the School of Media Arts and Studies. The program’s emphasis on nurturing complete artists, in the tradition of classical Fine Arts programs, will allow students to become creative filmmakers in full control of their own artistic projects, as well as cinematographers, editors, screenwriters, and producers working as part of a team on large commercial and artistic projects. It will also prepare interested students in pursuing MFA’s in film.

b. Can students fulfill the educational and/or vocational needs through existing programs? If they cannot, why not?

As suggested in the section above, the proposed BFA in Film is fully focused on the student’s development in the theory and craft of filmmaking. The BFA in Film would provide a level of concentration, immersion, and specialization that is not duplicated elsewhere on campus.

5) List departments or other academic units at Ohio University and elsewhere that were consulted in the development of this proposal. Approval is required from departments whose high-demand courses your program will require.

The Theater, Film, and Dance Divisions of the School of Dance, Film, and Theater and broadly, the College of Fine Arts, were consulted in the development of this proposal. BFA students will be required to take a Fine Arts cognate of nine credit hours in COFA classes outside of the Film Division. Besides these, no courses from other departments beyond those required to satisfy the Ohio University General Education Requirements are required for completion of the proposed degree program.

There have been several discussions with Dr. Drew McDaniel, Director of the School of Media Arts and Studies about the proposed degree and areas for collaboration between the two programs.

6) From what geographical area do you anticipate that students to the program will be drawn?

Enrollment in the BFA in Film degree program is anticipated to draw primarily from the Mid-Atlantic region. However, the excellent international reputation of the Film
Division in the School of Dance, Film, and Theater as evidenced through the consistently high number of applicants (both domestic and international) to the BFA in Film Tutorial, MA in Film Studies, and MFA in Film programs, suggests a very broad geographical draw for students for this program.

7) How many students do you anticipate will enroll in the program in each of its first four years?

Year 1 Target: 12 freshmen
Year 2 Target: 12 freshmen; 12 sophomores
Year 3 Target: 12 freshmen; 12 sophomores; 12 juniors
Year 4 Target: 12 freshmen; 12 sophomores; 12 juniors; 12 seniors

a. To what extent will students in the program come from students who would enroll at this university anyway?

The proposed BFA in Film program is a unique offering within Ohio University. The BFA in Film is for the student who understands the singular focus of this degree track. As suggested above, the BFA in Film would provide a level of concentration, immersion, and specialization that is not duplicated elsewhere on campus.

b. To what extent is it anticipated that the enrollment will represent “new” (incremental) students?

The balance will be “new” (incremental) students who would have pursued a related degree at a different institution. This projection is based on frequent inquiries the Film Division has received over the years from prospective students seeking an undergraduate course of study in filmmaking that has heretofore been unavailable at Ohio University except to the HTC student.

III) Curriculum

1) Describe the curriculum in a format that defines required courses, electives permitted, “field” requirements, total number of hours required for completion of the program and the sequencing of courses over the typical student’s career. Indicate which of the courses are newly proposed. Provide the catalog descriptions for all new courses, and include new course approval forms in the appendix.

**General requirements** for a B.F.A. in Film are:

a. A minimum of 120 semester hours, including
b. General Education Requirements — Tiers I, II, III

c. Complete all BFA required courses with C, 2.0 or better

d. Maintenance of a 3.0 GPA in courses within the major.

e. All requirements stipulated by the School of Dance, Film, and Theater

f. All requirements stipulated in the curriculum listed below.
**Required Curriculum** for a BFA in Film: 46 hours in Core Curriculum and 24 credit hours in additional requirements = 70 total credit hours.

Core Curriculum:

<table>
<thead>
<tr>
<th>Course Title</th>
<th>Credit Hours</th>
<th>Academic Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>FILM 2020: Film Analysis</td>
<td>3</td>
<td>Freshman</td>
</tr>
<tr>
<td>FILM 2030: The Documentary</td>
<td>3</td>
<td>Freshman</td>
</tr>
<tr>
<td>One of the following:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>IART 1170: <em>Intro to the Arts: Arts in Contexts</em></td>
<td>3</td>
<td>Freshman</td>
</tr>
<tr>
<td>ART 1100: <em>Seeing and Knowing the Visual Arts</em></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FILM 2050: Technical Toolbox I (new course)</td>
<td>3</td>
<td>Freshman</td>
</tr>
<tr>
<td>MDIA 1400: Video Production Basics</td>
<td>3</td>
<td>Freshman</td>
</tr>
<tr>
<td>FILM 2440: Narrative Screenwriting I (new course)</td>
<td>3</td>
<td>Sophomore</td>
</tr>
<tr>
<td>FILM 3400: Film Techniques</td>
<td>3</td>
<td>Sophomore</td>
</tr>
<tr>
<td>FILM 3150: Film Studies I (new course)</td>
<td>3</td>
<td>Sophomore</td>
</tr>
<tr>
<td>One of the following:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MDIA 2800: Digital Post-Production</td>
<td>3</td>
<td>Sophomore</td>
</tr>
<tr>
<td>FILM 3830: AVID Editing I</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FILM 2010: History of World Cinema</td>
<td>3</td>
<td>Sophomore</td>
</tr>
<tr>
<td>FILM 2900: Practicum</td>
<td>3</td>
<td>Sophomore</td>
</tr>
<tr>
<td>FILM 3110: Narrative Filmmaking I (new course)</td>
<td>4</td>
<td>Junior</td>
</tr>
<tr>
<td>One of the following:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FILM 3460: Narrative Screenwriting II (new course)</td>
<td>3</td>
<td>Junior</td>
</tr>
<tr>
<td>MDIA 3201: Screenwriting: The Adaptation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MDIA 3202: Screenwriting for Television</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MDIA 3807: Art of Editing</td>
<td>3</td>
<td>Junior</td>
</tr>
<tr>
<td>FILM 4610: Motion Picture Production I</td>
<td>3</td>
<td>Senior</td>
</tr>
</tbody>
</table>

**Total** 46

Additional requirements:
- 12 credit hours of FILM or MDIA electives (3000/4000 level classes)
- 3 credit hours of additional film studies classes after sophomore year from the following:
  1. FILM 4310: *Film History I*
  2. FILM 4320: *Film History II*
  3. FILM 4510: *Film Theory I*
  4. FILM 4520: *Film Theory II*
  5. FILM 4710: *Film Topics Seminar I*
6. FILM 4720: Film Topics Seminar II
   - 3 credit hours of FILM 4910: Internship or MDIA 4911: Los Angeles Internship
   - 6 additional credits hours in COFA classes (IART, MUS, ART, AH, THAR, DAN)
   Total = 24 credit hours

FILM electives (sample list):
   - FILM 2900: Special Topics in Film
   - FILM 3120: Narrative Filmmaking II
   - FILM 3160: Film Aesthetics (new course)
   - FILM 3450: Film Analysis (new course)
   - FILM 3500: Cinematography (new course)
   - FILM 3830: AVID Editing I (new course)
   - FILM 3840: AVID Editing II (new course)
   - FILM 4100: Master Class I (new course)
   - FILM 4120: Master Class II (new course)
   - FILM 4140: Documentary Production Techniques (new course)
   - FILM 4210: International Film I
   - FILM 4220: International Film II
   - FILM 4310: Film History I
   - FILM 4320: Film History II
   - FILM 4440: Media Arts Management
   - FILM 4510: Film Theory I
   - FILM 4520: Film Theory II
   - FILM 4620: Motion Picture Production II
   - FILM 4710: Film Topics Seminar I
   - FILM 4720: Film Topics Seminar II
   - FILM 4900: Special Topics in Film

MDIA electives (sample list):
   - MDIA 1300: Digital Media Production Basics
   - MDIA 2010: Media Analysis and Criticism
   - MDIA 2011: The Business of Media
   - MDIA 2012: Media, Communication and Social Change
   - MDIA 2100: Entertainment Media Law and Finance
   - MDIA 2200: Script Analysis and Production Planning
   - MDIA 2201: Short Form Media Scriptwriting
   - MDIA 2202: Non-Traditional Storytelling
   - MDIA 2701: Visual Storytelling
   - MDIA 3160: History of Computer Graphics
   - MDIA 3201: Screenwriting: The Adaptation
   - MDIA 3202: Screenwriting for Television
   - MDIA 3303: Sound for Moving Image
   - MDIA 3600: Producing for Video
2) How does this curriculum compare with that offered at other institutions with similar programs?

The curriculum at Ohio University resembles programs at other institutions offering professional training in all major aspects of filmmaking alongside a solid foundation in film studies. It resembles programs that are grounded in the strategic integration of scholarship, craft, and aesthetics. Students at Ohio University will have the somewhat unique ability to participate in graduate-level film productions for credit.

a. Specifically, list at least two curricula of other schools offering similar programs indicating how they compare with Ohio University.

Example 1: Chapman University – BFA in Film Production

[Comparison: Chapman requires students to choose a track – e.g., area of concentration – prior to their junior year. Ohio University’s BFA in Film would be more flexible allowing students more time to commit to an area of concentration. OU’s program makes a greater commitment to film studies.]

Core Requirements

Students must choose an emphasis in either cinematography, directing, editing, production design or sound design, prior to their junior year, to pursue for their advanced area of study requirements. However, they are still free to take classes in other disciplines.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>FP 115</td>
<td>Editing I</td>
</tr>
<tr>
<td>DA 120</td>
<td>Introduction to Digital Arts</td>
</tr>
<tr>
<td>FTV 130</td>
<td>Introduction to Visual Storytelling</td>
</tr>
<tr>
<td>FP 133</td>
<td>Audio Techniques</td>
</tr>
<tr>
<td>FTV 140/140L</td>
<td>Introduction to Film Aesthetics/Introduction to Film Aesthetics Lab</td>
</tr>
<tr>
<td>FP 201</td>
<td>Actor-Director Workshop</td>
</tr>
<tr>
<td>SW 227</td>
<td>Screenwriting Fundamentals</td>
</tr>
<tr>
<td>FP 237</td>
<td>Cinematography I</td>
</tr>
<tr>
<td>FP 239</td>
<td>Directing I</td>
</tr>
<tr>
<td>FS 244/244L</td>
<td>History of Film (to 1959)/History of Film (to 1959) Lab</td>
</tr>
<tr>
<td>FS 245/245L</td>
<td>History of Film (1960 - present)/History of Film (1960 - present) Lab</td>
</tr>
<tr>
<td>FP 280</td>
<td>Intermediate Production Workshop</td>
</tr>
<tr>
<td>CRPR 334</td>
<td>Production and Set Management</td>
</tr>
<tr>
<td>SW 357</td>
<td>Film Script Analysis</td>
</tr>
</tbody>
</table>
Students may choose at the end of the sophomore year to have an area of study other than writing or directing. Such students may elect to take one of the following courses in place of FTV 331 Advanced Production with the understanding that they will continue this specialization in Senior Project Workshop. Consent of advisor is required:

**Editing II**

**Audio Design**

**Production Design I**

**Cinematography II**

**Three Upper-Division Elective Courses**

Electives include all courses offered by the Dodge College of Film and Media Arts

**Cinematography area of study** (15 credits total)

**requirements** (12 credits)

- **FP 337** Cinematography II
- **FP 437** Cinematography III
- **FP 497A** Cinematography Senior Thesis Workshop I

**FP 498A/498L** Cinematography Senior Thesis Workshop II/Lab
Senior Thesis Workshop II

one of the following (3 credits)

- **FP 315** Editing II
- **FP 336** Production Design I

**Directing area of study requirements** (15 credits)

- **FP 331** Advanced Production Workshop
- **FP 338** Directing II
- **FP 424** Senior Thesis Development
- **FP 497B** Directing Senior Thesis Workshop I
- **FP 498B/498L** Directing Senior Thesis Workshop II/Lab Senior Thesis Workshop II

**Editing area of study** (15 credits)

**requirements** (12 credits)

- **FP 315** Editing II
Example 2: Temple University – BFA in Film and Media Arts: Concentration in Directing

[Comparison: Though Temple also offers a BFA with a concentration in screenwriting, it does not seem to allow for a concentration in cinematography, post-production, or producing. OU’s BFA would allow for that. Temple’s degree does have a number of required classes in media studies. OU’s degree has a greater focus on film studies.]

Summary of Requirements for the Degree

The Bachelor of Fine Arts degree may be conferred upon a student majoring in Film and Media Arts with a concentration in Directing by recommendation of the faculty and upon satisfactory completion of a minimum of 122 credit hours. Students must complete:

1. University Requirements:
   o New students are required to complete the General Education (GenEd) curriculum.
   o All students must take a minimum of two writing-intensive courses specified by the major. The specific writing-intensive courses required for this major are listed below and identified with the code "WI".
2. No more than 21 FMA credits can be transferred to the major.
3. A student must earn a grade of "C-" or better in all Film and Media Arts courses that count towards the degree.
4. Students may take up to 6 internship credits in Film and Media Arts.
5. Students may count a maximum of 84 FMA credit hours toward the 122 credit hours required for the degree.

FMA Foundation Courses

Film and Media Arts students will complete the following courses by the end of the sophomore year:
### Course List

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>FMA 1141</td>
<td>Media Arts I</td>
<td>4</td>
</tr>
<tr>
<td>FMA 1142</td>
<td>Media Arts II</td>
<td>4</td>
</tr>
<tr>
<td>FMA 1171</td>
<td>Media &amp; Culture</td>
<td>3</td>
</tr>
<tr>
<td>FMA 1172</td>
<td>Introduction to Film and Video Analysis</td>
<td>3</td>
</tr>
</tbody>
</table>

### Concentration Requirements

**Courses required after completion of FMA Foundation Courses:**

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>FMA 2241</td>
<td>Filmmaking</td>
<td>4</td>
</tr>
<tr>
<td>FMA 2242</td>
<td>Videography</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td><strong>Select one of the following:</strong></td>
<td></td>
</tr>
<tr>
<td>FMA 1451</td>
<td>Survey of New Media</td>
<td>3-4</td>
</tr>
<tr>
<td>FMA 2675</td>
<td>Film History I (1895-1950)</td>
<td></td>
</tr>
<tr>
<td>FMA 2676</td>
<td>Film History II (1950-Present)</td>
<td></td>
</tr>
<tr>
<td>FMA 2678</td>
<td>History of Experimental Film and Video Art</td>
<td></td>
</tr>
<tr>
<td>FMA 2396</td>
<td>Screenwriting I</td>
<td>4</td>
</tr>
<tr>
<td>FMA 2551</td>
<td>Editing Film and Video</td>
<td>4</td>
</tr>
<tr>
<td>FMA 2771</td>
<td>Producing</td>
<td>4</td>
</tr>
<tr>
<td>FMA 3000+</td>
<td>Studies Elective</td>
<td>3-4</td>
</tr>
<tr>
<td>FMA 3773</td>
<td>Contemporary Screen Studies</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td><strong>Select two of the following:</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td><em>(for Narrative students)</em></td>
<td></td>
</tr>
<tr>
<td>FMA 4341</td>
<td>Screen Directing</td>
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<tr>
<td>FMA 3361</td>
<td>Screen Performance</td>
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<tr>
<td>FMA 3341</td>
<td>Scene Analysis for Writers and Directors</td>
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<tr>
<td></td>
<td><em>(for Documentary students)</em></td>
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<tr>
<td>FMA 3246</td>
<td>Making Documentaries</td>
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<tr>
<td>FMA 3242</td>
<td>Experimental Media Workshop</td>
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<tr>
<td>FMA 3247</td>
<td>Cross-Cultural Image Making</td>
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<td>FMA 4674</td>
<td>Anthropological Film/Media</td>
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<tr>
<td>FMA 3343</td>
<td>Screenwriting II</td>
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<tr>
<td>FMA 3241</td>
<td>BFA Junior Directing Projects</td>
<td>4</td>
</tr>
<tr>
<td>FMA 4241</td>
<td>BFA Directing Projects I</td>
<td>4</td>
</tr>
<tr>
<td>FMA 4242</td>
<td>BFA Directing Projects II</td>
<td>4</td>
</tr>
</tbody>
</table>
Course List

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<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>FMA 3000+</td>
<td>Advanced Writing Intensive Elective (WI)</td>
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</tr>
<tr>
<td>Total FMA Credit Hours:</td>
<td></td>
<td>71-73</td>
</tr>
</tbody>
</table>

b. The following program is very comparable to the proposed program at Ohio University:

California Institute of the Arts has comparable learning goals: “The BFA program is designed to provide students with a full range of technical and practical skills, to teach them to think critically about their chosen mediums, and to guide their artistic growth as they experiment with different forms of cinematic expression.”

CalArts’ BFA program also allows for a concentration outside of directing to achieve the degree. “…undergraduate students are expected to either produce a senior project or demonstrate substantial collaborative contributions to a number of student projects in one of the following capacities: cinematography, editing, production or sound design.”

IV) Faculty and Instruction

1) Will current faculty, new faculty, or a combination of both be used? How?

The curriculum will be delivered by a combination of current faculty, graduate students, and 1-2 post-graduate appointments. Students who have completed the MFA in Film program will become eligible for the post-graduate appointment which would include a two/two teaching load. The post-graduate position(s) would be new to the College of Fine Arts and has the support of the Dean of COFA.

The Film Division and the School of Media Arts and Studies are currently partnering in the staffing of our respective programs. MFA students in the Film Division are currently delivering as many as nine (9) classes per year in MDIA. Film Division faculty are teaching classes in MDIA; MDIA faculty are teaching classes in the Film Division. One presumes that this kind of MDIA faculty engagement could expand to provide strategic coverage of the new BFA in Film.

a. How will the new faculty for the program be selected? By whom?

As of now, the only “new” faculty would come in the form of 1-2 post-graduate appointments. There would be an application process. Film Division faculty would make the selection(s).
b. What are the minimal qualifications expected of instructors in the program?

- Film Studies faculty – Ph.D
- Filmmaking faculty – MFA or professional equivalent
- Post-graduate appointment instructors – MFA
- Graduate student instructors – students in good standing currently enrolled in the MFA in Film or MA in Film Studies degree programs.

c. What is the tenure status of any identifiable current Ohio University faculty who are probable program participants?

- Steven Ross – Group I, tenured
- Rajko Grljic – Group I, tenured
- Dr. David Thomas – Group I, tenured
- Dr. Louis-Georges Schwartz – Group I, tenured
- Rafal Sokolowski – Group I, probationary
- Dr. Ofer Eliaz – Group I, probationary
- Dr. Erin Schlumpf – Group I, probationary
- New hire – the Film Division is currently conducting a national search – Group I, probationary
- Tom Hayes – Group II
- David Colagiovanni – Group II

2) What is the likely teaching load of faculty members?

The teaching load of faculty members in the Film Division is a five course load across the two-semester academic year.

3) What is the projected ratio of FTE students to FTE faculty?

The BFA in Film is eventually targeting a freshman cohort of 12, a sophomore cohort of 12, a junior cohort of 12, and a senior cohort of 12 equaling a total of 48 students. In addition to delivering the new BFA, current faculty will continue to have responsibilities in delivering the existing MFA and MA degrees in the Film Division. With the addition of the new post-graduate instructor appointment, all degree tracks in the Film Divisions can be covered and all students will receive required advising. With the growth in undergraduate majors, the ratio of FTE students to FTE faculty could eventually grow to 15:1.

4) Once the program is ongoing, what mechanism will assure that the principle of faculty control of the curriculum will be maintained according to procedures outlined in the Faculty Handbook?

Curricular structures, processes and review in the Film Division and in the School of Dance, Film, and Theater reside in the hands of the faculty as per the Ohio University Faculty Handbook.
V) Admissions Requirements

1) What are the criteria for admission into the program? Be specific.

The requirements for admission to the BFA in Film include a minimum overall 3.0 GPA in high school and the submission of a portfolio of creative work containing films/videos, screenplays, or work from another medium.

2) Are there any upper limits on program enrollment?

Yes. There will be an upper limit on program enrollment of twelve new students per year.

a. If yes, will you limit admission on a first come/first serve basis, by raising admission standards, or by some other method (specify)?

Film Division faculty will evaluate applications based on overall academic performance, written sample, creative portfolio, and any other factors deemed pertinent.

VI) Administration

1.) Who will choose the administrative officer(s)?

At this point in time, the administering of the program can occur through the administrative offices of the Artistic Director/Head of the Film Division with supervision from the Director of the School of Dance, Film, and Theater.

2.) What is the title of the administrator(s) who will administer the program?

Artistic Director/Head of the Film Division

3.) Will the administrator(s) have academic rank?

Tenured Group I faculty

a. If a new administrator will be hired, what are the minimal academic credentials acceptable?

Ph.D or M.F.A. in relevant discipline

VII) Timing and Evaluation

1) Has any external publicity about this program already been generated?
No external publicity has been generated about the proposed program to date. No applications for admission have been entertained.

2) When do you want the program to start? How will the program be “phased in”?

The new program will hopefully start in the Fall 2019-20.

2019-2020: 12 freshmen
2020-2021: 12 freshmen; 12 sophomores
2021-2022: 12 freshmen; 12 sophomores; 12 juniors
2022-2023: 12 freshmen; 12 sophomores; 12 juniors; 12 seniors

3) New programs will be evaluated annually by their colleges. What additional assessment tools are suggested to evaluate the program once ongoing?

- Assessment of the external and internal marketing of the new degree track.
- Assessment of the ability to recruit new majors from within Ohio University.
- Assessment of the advising mechanisms in the new major.
- Undergraduate curriculum committee will assess effectiveness of curriculum.

VIII) **Budget and Financial**

1) List an anticipated budget of revenues and expenses for at least the first two years of the program.

**Revenues:**
- Additional COFA undergraduate majors
- Eventually, additional COFA graduates
- Additional COFA credit hours and weighted student credit hours

**Expenses:**
- Post-graduate instructor appointment(s)
- Production and post-production equipment
- Potential need for additional space

2) Under costs, add in the incremental costs of instruction taken in areas outside the program (e.g. electives); if these costs are perceived to equal zero, state why the increased student burden in other areas will not add to financial costs and impede educational quality.

Incremental costs of instruction in areas outside the program are perceived to be zero. Increased student burden will be covered by increased participation by Film Division graduate students and by post-graduate instructor appointment(s).
3) What is the extent of the fixed costs of the program for the first two years? By fixed costs, we mean those expenses that will be incurred even if enrollment is almost zero.

  None

4) How much would expenses be reduced if enrollment equals only one-half the amount indicated in the budget?

  Post-production and production equipment expenses would most likely be reduced if enrollment is halved.

5) What is your estimate of how conservative or optimistic your budget projections are?

  Budget projections are based on a realistic assessment of the needs to deliver the BFA in Film.
Addendum A
A Comprehensive Media Program at Ohio University

This plan envisions the creation of a comprehensive media program at Ohio University, built from a fusion of the resources in the School of Film in the College of Fine Arts and the School of Media Arts & Studies in the Scripps College of Communication. Students in these programs are eager to study a broad range of audio-visual forms so they can better understand the complex media environments they live in and increase their career opportunities after graduation. By joining two nationally recognized curricula in ways that strengthen offerings in each, the institution will gain a constellation of film and media programs with wide-ranging options to students at all levels. In the two schools, there is an abundance of resources including MDIA’s Critical Listening Lab, GRID Lab, the Immersive Media Initiative, the Athens Center for Film and Video, the Athens International Film + Video Festival, and the Athena Cinema. Students enrolled either in FILM or MDIA will be able to participate in off-campus study at the OHIO-in-LA semester in Hollywood, SXSW (South by Southwest media conference), and Study Abroad in Ireland and Spain offerings currently housed in the Scripps College.

This newly envisioned comprehensive media program will, altogether, provide a BFA, MA, and MFA in Film, a BSC and MA in Media Arts and Studies, the MFA in Communication, MA in International Studies (Communication and Development), and the PhD in Mass Communication. In addition, Honors Tutorial programs in Film and Media Arts & Studies will continue to be offered, along with minors in FILM and Screenwriting in MDIA. Finally, the highly popular certificate program in Social Media offered by the Scripps College and hosted by Media Arts & Studies will remain in place.

Joining FILM and MDIA would create an expanded faculty that would increase the diversity and talent pool for all of the programs. An institutional architecture – one designed for stability and future growth - would be created the total of which will be greater than the sum of its parts. An opportunity is on hand for Ohio University to have the largest and most diverse film/media program in the state of Ohio and one that would be competitive with any program in the United States.
Addendum B
Statement of Good Faith

Understanding that degree programs evolve and change over time, the School of Film agrees to a policy of open communication with the School of Media Arts and Studies where modifications can and will be discussed. Moving forward, a spirit of mutual cooperation is a point of emphasis.
HONORS TUTORIAL COLLEGE
CENTER FOR INTERNATIONAL STUDIES
BACHELOR OF ARTS IN GLOBAL STUDIES

RESOLUTION 2018 –

WHEREAS, the Center for International Studies proposes to establish the Bachelor of Arts in Global Studies degree through the Honors Tutorial College; and

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

WHEREAS, the Bachelor of Arts in Global Studies is designed to offer highly motivated students to study global studies following interdisciplinary tracks in African Studies, European Studies, Asians Studies, War and Peace Studies, and Latin American Studies within the Center for International Studies; and

WHEREAS, the program aligns with the Ohio University Global Strategy and aims to challenge students and promote interdisciplinary undergraduate research to address global challenges and issues utilizing a seminar and one-on-one tutorials with faculty affiliated with the Center for International Studies; and

WHEREAS, students completing the degree will be able to pursue careers in diplomacy, with non-governmental organizations, intergovernmental organizations, and in the military and business or pursue graduate programs in international relations, conflict and peace studies, and area studies; and

WHEREAS, facilities, tutorial faculty, and support resources have been identified without anticipated additional expenses.

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees of Ohio University hereby approves establishing the Bachelor of Arts in Global Studies degree offered through the Center for International Studies in the Honors Tutorial College.
Interoffice Communication

Date: October 1, 2018

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: Honors Tutorial College – Bachelor of Arts in Global Studies

A resolution is included seeking board approval to establish the Bachelor of Arts in Global Studies degree in the Honors Tutorial College.

The program development proposal materials are presented. University Curriculum Council has approved the program.

An Honors Tutorial College Bachelor of Arts in Global Studies degree is presented that offers highly motivated students to study global issues and challenges offered in several interdisciplinary tracks: African Studies; European Studies; Asian Studies; War and Peace Studies and Latin American Studies. The program aligns with the emphasis on the undergraduate research mission of the university, and the Global Strategy that aims to globalize the undergraduate curriculum.

The curriculum covers a four-course global studies core, a seminar, one-on-one tutorials, and thesis work with faculty affiliated with the interdisciplinary tracks of the Center for International Studies. Resources to support the program objectives for student research and conference attendance will be available through several university funding mechanisms. University facilities and faculty resources are already in place.

Students completing the Global Studies degree will be ready to pursue careers in diplomacy, non-governmental organizations, intergovernmental organizations, state departments, the military and business. Also, they will be ready to move on the graduate programs in international relations, conflict and peace studies, and area studies.
NEW SEMESTER PROGRAM* PROPOSAL GUIDELINES - UNDERGRADUATE UNIVERSITY CURRICULUM COUNCIL

*Minors, certificates and graduate degree programs are covered in separate guidelines

Proposals will be submitted based on the instructions posted on the UCC website.

Please ensure that all of the content indicated in these guidelines is provided – incomplete proposals will be returned. All programs must comply with Faculty Handbook provisions relating to faculty, including promotion, tenure, retention, salary matters, and selection of academic administrative personnel.

New programs that include new courses will have the approval coordinated with the approval of the individual courses, if the new courses form a significant portion of the new program.

I) Summary Statement
   1) Title of Program, Degree to be conferred, Administrative unit proposing program, Date of submission

   HTC – Bachelor of Arts in Global Studies
   Center for International Studies and HTC
   November 2017

   2) A brief (< 500 word) statement summarizing the need / purposes of the program (including the estimated demand for the program), distinguishing features of the curriculum, a summary of resource needs (faculty, space, and financial requirements), and the date of proposed implementation.

   The proposed HTC- Bachelor of Arts in Global Studies is designed to offer an opportunity for highly motivated students to study Global Studies and follow any of its interdisciplinary tracks: African Studies; European Studies; Asian Studies; War and Peace Studies and Latin American Studies. This program aims to challenge students at every phase of study and promote high-quality interdisciplinary undergraduate research addressing global issues and challenges. The curriculum includes one-on-one tutorials with professors affiliated with the Center for International Studies. The extra resources needed for this program include $500 per tutorial per student of HTC instructional funds. Center for International Studies already has modest funding for student research and conference attendance. The Provost’s Undergraduate Research Fund and HTC Dean’s Travel & Research Fund are among the other resources for monetary support of the program’s research objectives. Throughout their study, HTC students will be encouraged to take active part in scholarly conferences, to apply for awards and to carry out original projects that are worthy of publication and dissemination. Implementation of the program would begin with the application process in December 2018 with the first HTC students beginning their study in August 2019.
II) The Need for the Program

1) What is the local, regional, and national demand for graduates of the proposed program?  
(a) Any statistical documentation would be helpful.  
The HTC graduates have been exceptionally successful in securing awards, fellowships, and admission to select graduate programs. Given that Global Studies requires students to intellectually go beyond the national borders in terms of research and study, we expect that the demand will be at least as high as the average, if not higher.

2) What other schools within Ohio offer the same or a similar program? None  
(a) What has happened to enrollments at those schools in recent years? N/A

3) How does the proposed program align with the current vision for the university?  
The program aligns perfectly with the emphasis on undergraduate research mission of the university in addition to the Global Strategy that aims to globalize the undergraduate curriculum.

4) What Ohio University program comes closest to duplicating the proposed program?  
(a) More generally, what duplication exists between the proposed program and other Ohio University programs? No  
(b) Can students fulfill their educational and/or vocational needs through existing programs? If they cannot, why not? The students could alternately just get a normal Bachelor of Global Studies degree but they would not get the amount of personalized study and they would not have sufficient time to complete a publishable thesis.

5) List departments or other academic units at Ohio University and elsewhere that were consulted in the development of this proposal. Approval is required from departments whose high-demand courses your program will require.  
The program does not affect any other departments greater than normal. The extra-departmental courses are required of all Global Studies majors and would not put undue strain on the resources of any other departments.

6) From what geographic area do you anticipate that students to the program will be drawn?  
Mostly U.S. but possibly few international students  
(a) In the case of off-campus technical programs, what are the levels and trends in high school enrollments in the service area? N/A

7) How many students do you anticipate will enroll in the program in each of its first four years?  
Three students will be chosen each of the first four years, or about the average per HTC program.  
(a) To what extent will students in the program come from students who would enroll at this University anyhow?  
Only a few students would be in the population who would enroll at this university anyhow.
(b) To what extent is it anticipated that the enrollment will represent "new" (incremental) students?

**We anticipate that most of the students attracted to this program will go to other institutions if we do not offer one.**

III) **Curriculum**

1) Describe the curriculum in a format that defines required courses, electives permitted, "field" requirements, total number of hours required for completion of the program, and the sequencing of courses over the typical student's career. Indicate which of the courses are newly proposed.

   (a) Provide the catalog descriptions for all new courses, and include new course approval forms in the appendix.

   Curricular Components .................120 Hours
   HTC Seminar...............................3
   Tutorials..................................24
   Language Requirement.................18 Hours (6 courses)
   English Composition.....................3
   Junior Composition......................3
   Quantitative Skills........................3
   Global Studies Core.....................12 (ANTH 1010; ECON; POLS 2500; GEOG 2400)
   Approved Electives.....................9

   FOR AREA STUDIES:

   Global Studies Electives...............12 hours
   Track Courses............................15 hours

   FOR WAR AND PEACE:
   War and Peace Core......................9 hours
   War and Peace Electives...............15 hours
   Area Studies.............................3 hours

2) How does this curriculum compare with that offered at other institutions with similar programs?

   (a) Specifically, list at least two curricula of other schools offering similar programs, indicating how they compare with Ohio University. **N/A (the HTC program is sui generis, and there are no comparable programs)**

3) Does the program intend to seek accreditation? **No.**

   If so, what is the name and address of the agency that would accredit the program?

   (a) Has it been contacted?

   (b) Is the curriculum in accord with its standards?
4) Define the proposed policy on accepting transfer of credit from other institutions or other programs at Ohio University. As per college rules.

IV) Faculty and Instruction

1) Will current faculty, new faculty, or a combination of both be used? How? 
   Current faculty will be used – there is no current need for new faculty.

   (a) How will new faculty for the program be selected? By whom? N/A
   (b) What are the minimal qualifications expected of instructors in the program?
   (c) What is the tenure status of any identifiable current Ohio University faculty who are probable program participants? Tenure-track and tenured faculty members.

2) What is the likely teaching load of faculty members? 
   An extra hour of instruction per week during the semester when teaching a required tutorial.

3) What is the projected ratio of FTE students to FTE faculty? 1 student to one faculty member

4) Once the program is ongoing, what mechanism will assure that the principle of faculty control of the curriculum will be maintained according to procedures outlined in the Faculty Handbook? 
   Center for International Studies Program Directors (Global Studies Director; Latin American Studies Director; African Studies Director; Asian Studies Director and Global Leadership Center Director) will assure the HTC standards are met.

V) Admission Requirements

1) What are the criteria for admission into the program? Be specific. Superior academic performance, placing student in the top 10 percent of their high school class and an ACT score of 30 or higher OR a SAT score of at least 1300.

2) Are there any upper limits on program enrollment? Yes, six students per academic year
   (a) If yes, will you limit admission on a first come/first serve basis, by raising admission standards, or by some other method (specify)? Admission will be based on academic performance from among the applicants who have applied to the program by the application deadline.

VI) Administration

1) Who chose (or will choose) the administrative officer(s)? 
   Center for International Studies Director will choose the administrative officer. The appointment is subject to approval from the Dean of the Honors Tutorial College.
2) What is the title of the administrator(s) who will administer the program?

   HTC Director of Studies

3) Will the administrator(s) have academic rank?

   A Center for International Studies tenured faculty member will be the administrator of the program.

   (a) If a new administrator will be hired, what are the minimal academic credentials acceptable? N/A

VII) Timing and Evaluation -

1) Has any external publicity about this program already been generated? NO

   (a) If so, by whom and why?
   (b) Have applications for admission already been entertained? NO

2) When do you want the program to start? How will the program be “Phased-in”?

   (a) Allow at least 120 days for University Curriculum Council and Presidential and Trustee approval.

   Applications should be accepted for 2018-2019 Academic Year.

3) New programs will be evaluated annually by their colleges. What additional assessment tools are suggested to evaluate the program once ongoing?

   We suggest using the retention rate in the program and academic success of the participants, especially in comparison to regular Global Studies majors and other HTC programs. Honors Tutorial College assessment structure already provides a solid foundation for program evaluation. Students complete annual portfolios at the beginning of their sophomore, junior, and senior years in regular consultation with their advisors. The improvement of the student’s performance can be tracked through these portfolios, which include student’s work and detailed faculty assessments.

VIII) Budget and Financial

1) List an anticipated budget of revenues and expenses for at least the first two years of the program.

   Three students during the first year will generate $15,804 in tuition and fees, and four students the second year $31,608. Faculty serving the HTC courses will do it within their normal workload, so we do not anticipate additional expenses in our Department. HTC supplies tutorial professors with $500 each semester per student taught. This money can be used for any expenses related to teaching, research, conference travel, books, and equipment. The Honors Tutorial College will also compensate the Director of Studies who administers the program $800 annually.
2) Under costs, add in the incremental costs of instruction taken in areas outside the program (e.g. electives); if these costs are perceived to equal zero, state why the increased student burden in other areas will not add to financial costs and impede educational quality.

The costs equal zero. The number of students we will admit will constitute a marginal increase in the core courses, which are taught in multiple sections by multiple instructors (such as ANTH 1010). Given the decline in enrollments in multiple departments, our students will actually be welcome additions to many of the elective courses they will choose to take.

3) What is the extent of the fixed costs of the program for the first two years? Zero for CIS. (a) By fixed costs, we mean those expenses that will be incurred even if enrollment is almost zero. If there are no students in the program, everything continues as it is and no costs are applied.

4) How much would expenses be reduced if enrollment equals only one-half the amount indicated in the budget? Zero.

5) What is your estimate of how conservative or optimistic your budget projections are?

Our projections are conservative.

INST 2970T – Tutorial First Year 1

Credit hours: 1-3
Description: Introduction to contemporary global studies issues; the state of the field; the overview of methods and basic concepts
Tier or equivalent classification: Honors Tutorial Class
Format (e.g., lecture, lab, online): Tutorial
Learning Objectives 1. Students will be able to engage in basic conversation about global studies. 2. Students will be able to identify credible sources on global studies for their research 3. Students will be able to describe expectations of professional work ethics and responsibility.
Grade Elements: Weekly discussion of assigned readings (60%) and final paper (40%).
Syllabus: Weekly sessions for discussion of introductory global studies topics as chosen by professor and student.
When Offered: Fall Semester
When Taken: Fall Semester
Prerequisites: Admission into Honors Tutorial program in Global Studies.

INST 2980T – Tutorial First Year 2

Credit hours: 1-3
Description: In depth discussion of various issues explored in POLS 2500 and ECON 1000/1030/1040
Tier or equivalent classification: Honors Tutorial Class
Format (e.g., lecture, lab, online): Tutorial
Learning Objectives 1. Students will be able to discuss basics of international relations and economics in an informed manner
2. Students will be able to describe economic and political concepts that are relevant to Global Studies.
3. Students will be able to write short reading reviews and reports related to Global Studies.
Grade Elements: Weekly discussion of assigned readings (60%) and final paper (40%).
Syllabus: Weekly sessions for discussion of political science and economics related topics as chosen by professor and student.
When Offered: Spring Semester
When Taken: Spring Semester
Prerequisites: INST 2970T

INST 2971T- Tutorial Second Year 1

Credit hours: 1-3
Description: In depth discussion of various issues explored in GEOG 2400 and ANTH 1010.
Tier or equivalent classification: Honors Tutorial Class
Format (e.g., lecture, lab, online): Tutorial
Learning Objectives 1. Students will be able to discuss basics of international relations, geography, economics and anthropology in an informed manner.
2. Students will be able to describe basic geography and anthropology concepts that are relevant to Global Studies.
3. Students will be able to conduct basic literature review in Global Studies.
Grade Elements: Weekly discussion of assigned readings (60%) and final paper (40%).
Syllabus: Weekly sessions for discussion of related topics as chosen by professor and student.
When Offered: Fall Semester
When Taken: Fall Semester
Prerequisites: INST 2980T

INST 2981T Tutorial Second Year 2

Credit hours: 1-3
Description: In depth discussion of various issues explored in Area Studies (OR) War and Peace Core courses
Tier or equivalent classification: Honors Tutorial Class
Format (e.g., lecture, lab, online): Tutorial
Learning Objectives 1. Students will be able to discuss basics of their track of area studies OR War and Peace Studies in an informed manner.
2. Students will be able to describe core debates and concepts related to their area or War and Peace Studies.
3. Students will be able to conduct sophisticated literature reviews on their area studies track OR War and Peace Studies
Grade Elements: Weekly discussion of assigned readings (60%) and final paper (40%).
Syllabus: Weekly sessions for discussion of related topics as chosen by professor and student.
INST 3970T- Tutorial Third Year 1

Credit hours: 1-3
Description: In depth discussion of various issues explored in Area Studies (OR) War and Peace Core courses
Tier or equivalent classification: Honors Tutorial Class
Format (e.g., lecture, lab, online): Tutorial
Learning Objectives 1. Students will be able to identify major debates and challenges within their area studies track or War and Peace
2. Students will be able to identify key sources and scholars in their specific area of interest within their major.
3. Students will be able to write short research papers on issues related to their area study track OR War and Peace.
Grade Elements: Weekly discussion of assigned readings (60%) and final paper (40%).
Syllabus: Weekly sessions for discussion of geography and anthropology related topics as chosen by professor and student.
When Offered: Fall Semester
When Taken: Fall Semester
Prerequisites: INST 2981T

INST 3980T Tutorial Third Year 2

Credit hours: 1-3
Description: In depth discussion of various issues explored in Area Studies (OR) War and Peace Elective courses
Tier or equivalent classification: Honors Tutorial Class
Format (e.g., lecture, lab, online): Tutorial
Learning Objectives 1. Students will be able to discuss basics of their track of area studies OR War and Peace Studies in an informed manner.
2. Students will be able to describe core debates and concepts related to their area or War and Peace Studies.
3. Students will be able to conduct sophisticated literature reviews on their area studies track OR War and Peace Studies.
Grade Elements: Weekly discussion of assigned readings (60%) and final paper (40%).
Syllabus: Weekly sessions for discussion of related topics as chosen by professor and student.
When Offered: Spring Semester
When Taken: Spring Semester
Prerequisites: INST 3970T
**INST 4970T- Tutorial Thesis 1**

Credit hours: 1-3  
Description: In depth discussion of thesis topic with thesis advisor and writing the thesis proposal  
Tier or equivalent classification: Honors Tutorial Class  
Format (e.g., lecture, lab, online): Tutorial  
Learning Objectives 1. Students will demonstrate a sophisticated understanding of their area studies OR War and Peace field.  
2. Students will identify the scholarly gaps and policy challenges in their field.  
3. Students will propose original, independent research or engage in creative activity.  
Grade Elements: Discussion (20%) and Thesis Proposal (80%)  
Syllabus: Weekly sessions for discussion of research topic chosen by professor and student.  
When Offered: Fall Semester  
When Taken: Fall Semester  
Prerequisites: INST 3980T

**INST 4980T- Tutorial Thesis 2**

Credit hours: 1-3  
Description: In depth discussion of data collection and research activity associated with thesis work.  
Tier or equivalent classification: Honors Tutorial Class  
Format (e.g., lecture, lab, online): Tutorial  
Learning Objectives 1. Students will conduct original research or engage in creative activity.  
2. Students will finalize their thesis with appropriate academic formatting.  
3. Students will clearly identify how their thesis contributes to the academic debates and policymaking.  
Grade Elements: Discussion (20%) and Thesis Completion (80%)  
Syllabus: Weekly sessions for discussion of research topic chosen by professor and student.  
When Offered: Spring Semester  
When Taken: Spring Semester  
Prerequisites: INST 4970T
WHEREAS, the Department of Recreation and Sport Pedagogy in the Patton College of Education in collaboration with the Department of Sports Administration in the College of Business proposes to establish the Professional Tennis Management master degree track within the Master of Science in Recreation and Sport Sciences; and

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

WHEREAS, the master’s degree in Professional Tennis Management will support a broad professional initiative to help prepare the next generation of tennis providers; and

WHEREAS, the blended online 30-hour program will provide content knowledge in coaching, event and facility management, and sport science with an opening face-to-face residency course at the National Tennis Center; and

WHEREAS, students completing the degree will be prepared to engage in a number of job opportunities within the tennis industry including: coaching tennis players at multiple levels, teaching tennis skills and abilities to a wide range of learners, managing a tennis facility, organizing and managing tennis events and building fund raising and sponsorship initiatives to grow programs. Graduates will also be able to utilize a variety of hospitality and customer service strategies to enhance the public's enjoyment in a variety of events and competitions; and

WHEREAS, the resources and faculty will be provided through a joint effort between the Patton College of Education, the College of Business, and the United States Tennis Association.

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees of Ohio University hereby approves establishing the Professional Tennis Management master degree track within the Master of Science in Recreation and Sport Sciences offered through the Department of Recreation and Sport Pedagogy in the Patton College of Education.
Interoffice Communication

Date: October 1, 2018

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: Patton College of Education – Professional Tennis Management – Master of Science Degree Track

A resolution is included seeking board approval to establish the Professional Tennis Management master degree track within the Master of Science in Recreation and Sport Sciences through the Department of Recreation and Sport Pedagogy in the Patton College of Education.

The program development proposal materials are presented. University Curriculum Council has approved the program.

The United States Tennis Association has indicated the need for the development of academic programs to prepare the next generation of tennis providers including tennis professionals, coaches and administrators. The association expressed interest in Ohio University, because of its coaching education program and online learning capability, to develop curricula in coaching tennis, management and sport science.

The 30 credit-hour, cohort-driven program includes nine courses that will be offered in an online format with an opening face-to-face residency course held at the National Tennis Center in Orlando, Florida.

Students will be prepared to engage in a number of job opportunities within the tennis industry including: coaching tennis players at multiple levels, teaching tennis skills and abilities to a wide range of learners, managing a tennis facility, organizing and managing tennis events and building fund raising and sponsorship initiatives to grow programs. Graduates will also be able to utilize a variety of hospitality and customer service strategies to enhance the public's enjoyment in a variety of events and competitions.
Ohio University Master’s Degree in Professional Tennis Management (PTM)

A. Summary Statement
   1. Date of submission
      February 21, 2018
   2. Program code (assigned by Registrar’s office)
      MSXX15
   3. Name of program
      Master’s Degree in Professional Tennis Management (PTM)
   4. Degree to be conferred
      Master of Science in Recreation and Sport Science
   5. Administrative unit(s) proposing program
      Coaching Education/Recreation and Sport Pedagogy
   6. Name(s) of individual(s) proposing the program and their email addresses
      Dr. David Carr (carrd@ohio.edu)
   7. A brief (< 250 word) statement summarizing the program (including the distinguishing features of the curriculum, the total credit hours, and the intended audience of students) and a summary of resource needs.
      This master’s degree in Professional Tennis Management (PTM) will support a broad professional initiative to help prepare the next generation of tennis providers including tennis professionals, coaches and program administrators. The courses will provide content knowledge in coaching, event and facility management, and sport science. This 30 credit-hour PTM program will be jointly developed through the Department of Recreation and Sport Pedagogy in the Patton College of Education and the Department of Sports Administration in the College of Business. The curriculum provides the necessary resources and instruction leading to successful management of tennis programs both on and off the court. Courses will be offered in an online format with an opening face to face residency course held at the National Tennis Center in Orlando. This joint effort will enhance professional development for current and future tennis professionals and coaches and will provide the latest educational and coaching resources. Faculty will come from Ohio University and The United States Tennis Association (USTA).

   Anticipated semester and year of initial student cohort
   Spring 2019

B. Need for the Program
   • What is the student demand for the program and how was that determined?
      The United States Tennis Association (USTA) has indicated the need for the development of academic programs to prepare the next generation of tennis providers including tennis professionals, coaches and administrators. They have expressed interest in Ohio University, because of our coaching education program and online learning capability, to develop curricula in coaching tennis, management and sport science.
• What other schools within Ohio offer the same or a similar program and how is this program differentiated? 
  There is a master’s degree in soccer coaching track already in place. Currently it is the only sport specific coaching education program at the graduate level in the US. This new program features a collaboration with Recreation Studies, housed in the Patton College of Education and Sports Administration, housed in the College of Business. It will have a specific focus to those providing services to the tennis industry in teaching and coaching, management and sport sciences.

• How does the proposed program align with the current vision for the university and your college? 
  The Coaching Education Program at Ohio University provides students with cutting-edge information and practical experiences to pursue a career in coaching at the youth, interscholastic, intercollegiate, Olympic or professional levels. Our Vision: The Department of Recreation and Sport Pedagogy will be internationally recognized for developing diverse leaders who teach and inspire best practices in our professions. Our Mission: The department’s mission is to improve wellbeing through physical activity, recreation and sport. This mission is achieved through quality academic coursework, experiential learning, scholarship and service to the university, community and related professions.

• What overlap or duplication exists between the proposed program and other OHIO programs? 
  There is no overlap or duplication.

• Was the proposed program developed in collaboration with another institution in Ohio? If so, briefly describe the involvement of each institution. 
  No

• To what extent will students in the program come from students who would enroll at OHIO in a different program? 
  This is a specialized program in Professional Tennis Management. The number of students who might seek enrollment in other Ohio University graduate programs (i.e. Coaching Education, Recreation Studies and Sports Administration) is minimal.

• Provide evidence of consultation, cooperation and/or collaboration with other OHIO programs in the development of this proposal. Approval is required from departments whose high-demand courses your program will require. Evidence of consultation should be included in all cases where your program impacts other academic departments or schools. 
  Since the start of the development process for this program, regular communication (consultation) has occurred with Dr. Bruce Martin, Chair of Recreation and Sport Pedagogy in the Patton College of Education, members of the Recreation Studies faculty, Dr. Norm O’Reilly, Chair of Sports Administration in the College of Business and members of the Sports Administration faculty. This is a collaborative effort among the above three academic units.
C. **Curriculum**

What are the program outcomes and how are these operationalized in the curriculum?

This is a student-centered program where students will be able to:

- Demonstrate effective teaching and coaching of tennis skills, tactics and strategies for learners at different age and ability levels (youth, interscholastic, intercollegiate and advanced levels)
- Distinguish different performance and training strategies for tennis performers at different age and ability levels.
- Relate a variety of event planning strategies specific to tennis events of different size, scope and participant group.
- Design and Construct different applications for teaching, coaching and managing a variety of age and ability levels.
- Evaluate student’s ability to define, explain and predict attitudes, feelings and behaviors of participants in tennis programs.
- Construct a program mission and vision statement reflecting sound ethical principles.
- Value diversity
- Evaluate tennis program effectiveness utilizing criteria for measurement developed by the USTA.
- Create a Capstone Project in Professional Tennis Management (PTM)

Students enrolled the Professional Tennis Management master’s degree track will engage in course work designed to facilitate learning. It is cohort driven within an academic community. Students will engage in creating responses to questions and sharing responses in writing; through verbal responses; and video presentations including coaching sessions, webinars, podcasts and other electronic media. They will engage in discussion boards with faculty and cohort colleagues, have guest presenters (lecturers and other professional speakers) on a variety of topics as part of the curriculum in this program. Students will also create applied understanding of concepts through practice plans, periodization plans, management strategies and will solve management challenges in a variety of professional tennis events. Students will also formally evaluate participant and program performance.

- Describe the curriculum in a format that includes all of the following:
  - Course prefixes, numbers, names, and credit hours for each the required courses, all permitted electives, and any "field" or other requirements (indicate which of the courses are newly proposed),
    - COED 6100 Coaching Workshop I (3)
    - COED 6110 Foundations of Coaching I (3)
    - COED 6140 Psychology of Coaching (3)
    - COED 6160 Performance and Conditioning for Athletic Coaches (3)
    - COED 6170 Ethics and Diversity for Sport Coaches (3)
    - COED 6330 Analyzing Performance in Sport (3)
    - REC 5330 Event Planning in Recreation and Leisure Services
- REC 5430  Marketing for Recreation and Leisure Services
- SASM 6110  Foundations of Sport Business
- SASM 6570  Sponsorships in Sport

The total number of credit hours required for completion of the major
- 30

The total number of credit hours required for completion of the degree (this includes all additional college and university requirements not already met by the curriculum as previously outlined (including requisites) and should not exceed 126 semester hours for undergraduate programs)
- Does Not Apply

The sequencing of courses over the typical student's career
- Spring 2019:   COED 6100 & COED 6110
- Summer 2019:  COED 6170 & SASM 6110
- Fall 2019:    COED 6140 & REC 5430
- Spring 2020:  COED 6160 & REC 5330
- Summer 2020:  SAFM 6570 & COED 6330 (capstone)

A description of the culminating experience of the program
Students will Develop a Professional Tennis Management Portfolio including:
  - Teaching and Coaching Video Submissions (3 teaching, 2 coaching and 1 physical development session – 6 separate sessions (15 minutes each) following criteria developed by Ohio Coaching Education Program and USTA.
  - Prepare a comprehensive Professional Tennis Management (PTM) event.

Include all course descriptions in the appendix.
See Appendix A

How does this curriculum compare with that offered at other institutions with similar programs?
- There is no exiting master’s degree PTM Program although there are 8 other institutions (undergraduate and Jr. college) that promote a PTM Program and have a relationship with the USTA. The curriculum for the Ohio PTM program focuses heavily on Coaching Education which is unlike any existing program. It would also be the first Master’s Degree endorsed by the USTA.

Define the proposed policy on accepting transfer of credit from other institutions or other programs at Ohio University.
  - This would be a lock-step program requiring students to complete all 10 courses in the curriculum. No transfer hours would be accepted.

D. Modality & Location
  - What modality will the instruction be delivered? In-person, online, or blended?
This is a blended format with an opening face to face course (COED 6100) followed by 9 online courses. The program is designed to be completed in 5 semesters.

- Students in this program will be affiliated with which campus location?
  The program will be managed through the Coaching Education Program on the Athens campus.

E. **Accreditation**
- Does the program intend to seek accreditation?
- If so, what is the name of the agency that would accredit the program?
- Has it been contacted and what is the plan and timeline for accreditation?
- Is the curriculum in accord with its standards?
  This program would become part of the Coaching Education Program in the Department of Recreation and Sport Pedagogy and is housed in the Patton College of Education. There are no plans to seek accreditation at this time.

F. **Faculty and Instruction**
- Who will be teaching, what is their tenure status, and what are their qualifications?
  Ohio University faculty from Coaching Education, Recreation Studies and Sports Administration, with appropriate content expertise and meeting graduate faculty status in Recreation and Sport Pedagogy will teach selected courses.
- How will new faculty for the program be selected? By whom?
  New faculty meeting criteria for specific courses and also meeting graduate faculty status in Recreation and Sport Pedagogy will be hired as Group III faculty and teach one course per year. The hiring process will be managed through Human Resources.
- What are the minimal qualifications expected of instructors in the program? HLC has *Guidelines on Faculty Qualifications*.
  Instructors teaching in graduate program should hold the terminal degree determined by the discipline and have a record of research, scholarship or achievement appropriate for the graduate program.

G. **Admission Requirements**
- What are the criteria for admission into the program? Be specific.
  ▶ A bachelor’s degree from an accredited college/university is required. A degree in Professional Tennis Management (PTM), coaching education physical education and sport sciences or sports management is preferred but any degree will be considered.
  ▶ Evidence of tennis teaching and/or coaching experience
- Minimum overall grade-point average (GPA) of 2.7 or higher on a 4.0 scale on the last 90 quarter hours or 60 semester hours.
- Three letters of recommendation
- A $50 non-refundable application fee
- Are there any limits on the number of enrollments? If yes, what criteria will be used to make selections?
  
  There is no limit on the number of enrollments

H. Graduation Requirements (in addition to University requirements)
- Are there minimum grade requirements for individual courses?
  
  Only courses earning a “C” or better will be accepted
- Is there a minimum GPA for courses in the major?
  
  A 2.0 is required in each course

I. Administration
- What academic unit will be home to the program?
  
  Coaching Education in the Department of Recreation and Sport Pedagogy
- How will administrative support be provided?
  
  Program Coordinator with graduate assistantship support

J. Timing
- When do you want the program to start? Please be aware of the levels of approval and timelines required for internal and external approvals as outlined in this manual (new programs must be approved by ODHE and HLC before being advertised).
  
  Start Date of January 2019
- If the program will be “phased-in,” describe the process.
  
  There is no phase-in process

K. Budget and Financial
- What is the financial impact of the program (projected income and expenses), including resource needs such as personnel, space renovations, equipment and technology, library resources, waivers, etc. immediately, and into the next five years?
  
  See appendix “B”

L. Assessment and Program Review
- How will the program outcomes and program quality be assessed?
  
  Assessment of Program Learning Outcomes identified earlier
  Student evaluations of each course
  Student surveys – per course and program
  Faculty reflections for each course
• How will the program prepare for future program reviews (see Program Review Committee documentation)?
  Yearly summaries will be developed by program administrators as well as cohort assessments including student’s reflections will document program strengths and weaknesses. 
  Inclusion of USTA administration to assess that program is providing for the needs of membership who are directing tennis programs across the US.

• How will individual student success in the program be measured?
  Students have an open door to address all concerns with Program Coordinator and share in successes as well. Student involvement in the program and in their Professional Tennis Management position will also be documented. Student success drives this program.
Resources, Facilities, and Affordability Committee Meeting
Interoffice Communication

Date: October 1, 2018

To: The President and Board of Trustees

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

Re: Financial Update – FY18 Actuals, FY19 Forecast, FY20 Budget Planning

At the October board meeting, we will be providing an update on our FY18 results, FY19 forecasts as compared to FY19 Budget, and respective impacts for FY20 budget planning. The materials will include our regular reporting to the board, including our presentation, income statement forecasts, and variance analysis. Additionally we will be requesting approval of fees for a new graduate program that will begin spring semester.

While we would typically publish our full presentation and financial analysis in advance of the Board meeting, we expect to provide supplemental materials during the October meeting due to timing of finalizing our FY18 audited results.

Our presentation and discussion will highlight the following:

- FY18 results and impact to institutional reserves
- Fall 2018 Enrollment analysis and financial impact
- FY19 Forecast as compared to FY19 Budget
- University planning assumptions, process and timelines

The final section to the Financial Update is a roll-forward reconciliation of the Affordability and Efficiency Update provided at the August board meeting to the final FY18 Efficiency Report. The report was submitted to the Ohio Department of Higher Education September 28, the state reporting deadline.
October 18, 2018

Budget and Financial Update and Fee Approvals

Tab #; pg
## FY18 YE: Operating Results

### Revenues (in millions)

<table>
<thead>
<tr>
<th>Revenue Category</th>
<th>2016 Actuals</th>
<th>2017 Actuals</th>
<th>2018 Actuals</th>
</tr>
</thead>
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### Expenses (in millions)

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### FY18 Budget vs Actuals

- **Other Operating Expenses**: $63.5 vs $80.3
- **Internal Principal & Interest**: $38.7 vs $42.1
- **Cost of Goods Sold**: $49.4 vs $48.9
- **Capital Costs**: $92.9 vs $92.2
- **Occupancy & Maintenance**: $87.1 vs $87.0
- **Professional Services**: $249.6 vs $247.1
- **Benefits**: $164.8 vs $166.0
- **Salaries, Wages, & Other Compensation**: $160.8 vs $166.0

### FY18 YE: Operating Results

- **Net Graduate Tuition**: $71.6
- **Net Undergraduate Tuition**: $255.3
- **State Appropriations**: $161.5
- **Total Revenues**: $755.2
- **Total Expenses**: $710.4
- **Net Income**: $755.2 - $710.4 = $44.8

### FY18 Budget vs Actuals

- **Other Operating Expenses**: $63.5 vs $80.3
- **Internal Principal & Interest**: $38.7 vs $42.1
- **Cost of Goods Sold**: $49.4 vs $48.9
- **Capital Costs**: $92.9 vs $92.2
- **Occupancy & Maintenance**: $87.1 vs $87.0
- **Professional Services**: $249.6 vs $247.1
- **Benefits**: $164.8 vs $166.0
- **Salaries, Wages, & Other Compensation**: $160.8 vs $166.0

### FY18 YE: Operating Results

- **Net Income**: $44.8
- **Net Graduate Tuition**: $71.6
- **Net Undergraduate Tuition**: $255.3
- **State Appropriations**: $161.5
- **Total Revenues**: $755.2
- **Total Expenses**: $710.4
- **Net Income**: $755.2 - $710.4 = $44.8
FY18 YE: Athens Colleges & Schools

Variance Drivers: Revenue (Internal & External Sales); Expense Savings (Compensation & Other)

Revenues (in millions)

<table>
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<tr>
<th>FY16-18 Actuals</th>
<th>FY18 Budget vs Actuals</th>
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Expenses (in millions)

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Variance Drivers: Revenue (Internal & External Sales); Expense Savings (Compensation & Other)
## FY18 Results: Regional Higher Education

### Variance Drivers: Expense (Compensation)

#### Revenues (in millions)

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<th>FY16-18 Actuals</th>
<th>FY18 Budget vs Actuals</th>
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<tbody>
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<tr>
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#### Expenses (in millions)

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<tr>
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<th>FY16-18 Actuals</th>
<th>FY18 Budget vs Actuals</th>
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<tr>
<td><strong>2016 Actuals</strong></td>
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<tr>
<td><strong>2018 Actuals</strong></td>
<td>$21.2</td>
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</tr>
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</table>

### Other Operating Expenses
- **Internal and External Sales**: $0.8, $1.2, $0.8, $0.8, $0.8
- **Private Support**: $0.2, $0.4, $0.4, $0.3, $0.4
- **Grants / F&A**: $1.6, $1.8, $1.5, $1.8, $1.5
- **Net Graduate Tuition**: $0.3, $0.2, $0.1, $0.3, $0.1
- **Net Undergraduate Tuition**: $31.2, $31.1, $30.3, $30.0, $30.3
- **State Appropriations**: $18.2, $27.7, $24.3, $24.3, $24.3

### Salaries, Wages, & Other Compensation
- **2016 Actuals**: $33.9
- **2017 Actuals**: $33.3
- **2018 Actuals**: $32.1
- **2018 Budget**: $32.9
- **2018 Actuals**: $32.1

### Summary

- **FY16-18 Actuals**: $31.1
- **FY18 Budget vs Actuals**: $32.1

### Additional Information

- **State Appropriations**: $18.2, $27.7, $24.3, $24.3, $24.3
- **Other Operating Expenses**: $0.3, $0.3, $0.3, $0.3, $0.3
- **Internal Principal & Interest**: $0.3, $0.3, $0.3, $0.3, $0.3
- **Capital Costs**: $0.3, $0.7, $0.2, $0.2, $0.2
- **Occupancy & Maintenance**: $2.7, $2.4, $2.2, $2.2, $2.2
- **Professional Services**: $0.8, $0.8, $0.7, $0.7, $0.7
- **Supplies & Services**: $3.8, $3.6, $3.3, $3.3, $3.3
- **Benefits**: $11.0, $10.7, $10.6, $10.6, $10.6
- **Salaries, Wages, & Other Compensation**: $33.9, $33.3, $32.1, $32.9, $32.1
### FY 18 Results: Auxiliaries

**Variance Drivers:** Revenue (Internal & External Sales, Private Support); Expense (Compensation, Supplies & Service)

#### Revenues (in millions)

<table>
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<tr>
<th></th>
<th>FY16-18 Actuals</th>
<th>FY18 Budget vs Actuals</th>
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<td>2018 Actuals</td>
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#### Expenses (in millions)

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<th>FY16-18 Actuals</th>
<th>FY18 Budget vs Actuals</th>
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<tbody>
<tr>
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<td>$92.6</td>
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<tr>
<td>Salaries, Wages, &amp; Other Compensation</td>
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<td>$30.8</td>
</tr>
</tbody>
</table>

#### Financial Analysis

- **Revenue:** Total revenue for FY 18 was $118.9 million, showing a slight decrease from FY 17's $118.9 million. The variance drivers include Internal & External Sales and Private Support.
- **Expense:** Expenses for FY 18 were $92.2 million, slightly lower than FY 17's $92.6 million. Key expense drivers include Other Operating Expenses and Internal Principal & Interest.
- **Margin:** The margin for FY 18 was 21.7%, down from 22.4% in FY 17. This is primarily due to increased expenses compared to revenue growth.

**FY16-18 Actuals:**
- **Internal and External Sales:** $123.6 million
- **Private Support:** $3.3 million
- **Grants / F&A:** $0.1 million
- **Room & Board:** $95.9 million
- **Net Undergraduate Tuition:** $(1.5) million

**FY18 Budget vs Actuals:**
- **Other Operating Expenses:** $89.6 million
- **Internal Principal & Interest:** $8.9 million
- **Cost of Goods Sold:** $14.3 million
- **Capital Costs:** $1.3 million
- **Occupancy & Maintenance:** $7.2 million
- **Professional Services:** $2.5 million
- **Supplies & Services:** $12.1 million
- **Benefits:** $8.8 million
- **Salaries, Wages, & Other Compensation:** $28.7 million

**2016 Actuals:**
- **Internal and External Sales:** $25.8 million
- **Private Support:** $3.3 million
- **Grants / F&A:** $0.1 million
- **Room & Board:** $95.9 million
- **Net Undergraduate Tuition:** $(1.5) million

**2017 Actuals:**
- **Internal and External Sales:** $27.6 million
- **Private Support:** $2.1 million
- **Grants / F&A:** $0.1 million
- **Room & Board:** $95.4 million
- **Net Undergraduate Tuition:** $(2.0) million

**2018 Budget:**
- **Internal and External Sales:** $25.8 million
- **Private Support:** $4.9 million
- **Grants / F&A:** $0.1 million
- **Room & Board:** $92.2 million
- **Net Undergraduate Tuition:** $(4.0) million

**2018 Actuals:**
- **Internal and External Sales:** $24.1 million
- **Private Support:** $2.4 million
- **Grants / F&A:** $0.1 million
- **Room & Board:** $92.9 million
- **Net Undergraduate Tuition:** $(4.0) million
## FY18 Results: Central & Admin Operations

### Revenues (in millions)

<table>
<thead>
<tr>
<th></th>
<th>FY16-18 Actuals</th>
<th>2017 Actuals</th>
<th>2018 Actuals</th>
<th>2018 Budget</th>
<th>2018 Actuals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal and External Sales</td>
<td>$48.5M</td>
<td>$61.8M</td>
<td>$39.4M</td>
<td>$31.4M</td>
<td>$39.4M</td>
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<tr>
<td>Private Support</td>
<td>$16.1M</td>
<td>$18.6M</td>
<td>$19.7M</td>
<td>$17.2M</td>
<td>$19.7M</td>
</tr>
<tr>
<td>Grants / F&amp;A</td>
<td>$4.5M</td>
<td>$6.7M</td>
<td>$6.1M</td>
<td>$6.2M</td>
<td>$6.1M</td>
</tr>
<tr>
<td>Net Graduate Tuition</td>
<td>$12.4M</td>
<td>$(0.1)M</td>
<td>$0.5M</td>
<td>$0.5M</td>
<td>$0.5M</td>
</tr>
<tr>
<td>Net Undergraduate Tuition</td>
<td>$26.0M</td>
<td>$12.5M</td>
<td>$11.6M</td>
<td>$11.6M</td>
<td>$11.6M</td>
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<tr>
<td>State Appropriations</td>
<td>$0.2M</td>
<td>$0.2M</td>
<td>$0.2M</td>
<td>$0.2M</td>
<td>$0.2M</td>
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</table>

### Expenses (in millions)

<table>
<thead>
<tr>
<th></th>
<th>FY16-18 Actuals</th>
<th>2017 Actuals</th>
<th>2018 Actuals</th>
<th>2018 Budget</th>
<th>2018 Actuals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other Operating Expenses</td>
<td>$(1.7M)</td>
<td>$5.1M</td>
<td>$2.4M</td>
<td>$3.0M</td>
<td>$2.4M</td>
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<tr>
<td>Internal Principal &amp; Interest</td>
<td>$27.2M</td>
<td>$29.9M</td>
<td>$30.5M</td>
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<tr>
<td>Cost of Goods Sold</td>
<td>$6.9M</td>
<td>$6.4M</td>
<td>$6.6M</td>
<td>$6.4M</td>
<td>$6.6M</td>
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<tr>
<td>Capital Costs</td>
<td>$3.9M</td>
<td>$0.5M</td>
<td>$2.3M</td>
<td>$4.7M</td>
<td>$2.3M</td>
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<tr>
<td>Occupancy &amp; Maintenance</td>
<td>$26.4M</td>
<td>$23.7M</td>
<td>$21.4M</td>
<td>$23.9M</td>
<td>$21.4M</td>
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<td>Professional Services</td>
<td>$25.4M</td>
<td>$11.2M</td>
<td>$10.9M</td>
<td>$11.0M</td>
<td>$10.9M</td>
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<tr>
<td>Supplies &amp; Services</td>
<td>$35.5M</td>
<td>$32.3M</td>
<td>$34.2M</td>
<td>$31.6M</td>
<td>$34.2M</td>
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<td>Benefits</td>
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<td>$36.9M</td>
<td>$34.6M</td>
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<td>$34.6M</td>
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<td>Salaries, Wages, &amp; Other Compensation</td>
<td>$93.8M</td>
<td>$95.5M</td>
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<td>$100.8M</td>
<td>$92.4M</td>
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</table>

### Variance Drivers:
- Revenue (Internal & External Sales, Private Support)
- Expense (Compensation, Supplies & Service)

**FY16-18 Actuals**

**FY18 Budget vs Actuals**

**Variance Drivers:** Revenue (Internal & External Sales, Private Support); Expense (Compensation, Supplies & Service)
FY18 Net Results

<table>
<thead>
<tr>
<th>Description</th>
<th>FY18</th>
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</thead>
<tbody>
<tr>
<td>GAAP Adj Net Results</td>
<td>172.7</td>
</tr>
<tr>
<td>Impact of Non-operating Activity</td>
<td></td>
</tr>
<tr>
<td>Financial Statement Adjs</td>
<td>134.4</td>
</tr>
<tr>
<td>Component Units</td>
<td>0.8</td>
</tr>
<tr>
<td>Internal &amp; C.B. Banks; Capital</td>
<td>-0.6</td>
</tr>
<tr>
<td>Endowment</td>
<td>32.8</td>
</tr>
<tr>
<td>Non-operating Subtotal</td>
<td>167.4</td>
</tr>
<tr>
<td>Operating Net Results</td>
<td>5.4</td>
</tr>
<tr>
<td>SOR/Reserves</td>
<td>-8.1</td>
</tr>
<tr>
<td>Planning Unit Net Results</td>
<td>13.5</td>
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</tbody>
</table>
## Unrestricted Net Assets

<table>
<thead>
<tr>
<th></th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operations</td>
<td>149.3</td>
<td>139.6</td>
<td>143.4</td>
<td>145.3</td>
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<tr>
<td>Aux. Capital Reserves</td>
<td>57.5</td>
<td>67.1</td>
<td>80.2</td>
<td>82.7</td>
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<tr>
<td>SOR</td>
<td>33.6</td>
<td>36.2</td>
<td>32.3</td>
<td>24.6</td>
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<tr>
<td>Investment Returns</td>
<td>10.9</td>
<td>14.0</td>
<td>19.3</td>
<td>31.7</td>
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<tr>
<td><strong>Working Capital Balance</strong></td>
<td>251.3</td>
<td>256.9</td>
<td>275.2</td>
<td>284.3</td>
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<tr>
<td><strong>Non-operating</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>GASB 68</td>
<td>-365.0</td>
<td>-371.9</td>
<td>-412.1</td>
<td>-319.3</td>
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<tr>
<td>GASB 75</td>
<td></td>
<td></td>
<td></td>
<td>-136.3</td>
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<tr>
<td>Capital</td>
<td>39.1</td>
<td>35.5</td>
<td>89.2</td>
<td>98.6</td>
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<tr>
<td>Century Bond Bank¹</td>
<td>-31.1</td>
<td>-63.6</td>
<td>-78.2</td>
<td>-67.7</td>
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<tr>
<td>Non-op. Receivables</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Quasi-Endowments</td>
<td>49.1</td>
<td>46.5</td>
<td>53.1</td>
<td>68.6</td>
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<tr>
<td><strong>Subtotal - Non-operating</strong></td>
<td>-307.9</td>
<td>-353.5</td>
<td>-329.6</td>
<td>-341.8</td>
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<tr>
<td><strong>Total UR Net Assets</strong></td>
<td>-56.6</td>
<td>-96.6</td>
<td>-54.4</td>
<td>-57.5</td>
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</table>

¹ Century Bond Bank – Assets less Bond Liability
## FY19: Operating Activity

<table>
<thead>
<tr>
<th>Net Transfer/(Draw) on Reserves</th>
<th>FY19 Budget</th>
<th>FY19 Forecast</th>
<th>Forecast Variance (vs. Budget)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Athens Colleges &amp; Schools</td>
<td>-4.6</td>
<td>2.2</td>
<td>Tuition: $2M more</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Compensation: $3.7M less</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Professional Services: $.8M less</td>
</tr>
<tr>
<td>RHE</td>
<td>0.1</td>
<td>0.2</td>
<td>Tuition: $1M less</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Financial Aid: $.9M less</td>
</tr>
<tr>
<td>Aux</td>
<td>(6.5)</td>
<td>(7.3)</td>
<td>Transfers to Plant: $.8M more</td>
</tr>
<tr>
<td>Central &amp; Admin</td>
<td>1.5</td>
<td>4.3</td>
<td>Internal/External Sales: $4.5M more</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Compensation: $3.5M less</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Professional Services: $1.9M more</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Transfers to Plant: $3.5M more</td>
</tr>
<tr>
<td>SOR</td>
<td>(7.4)</td>
<td>(10.2)</td>
<td>SSI: $.6M less</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>UG Tuition: $2.6M less</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Financial Aid: $1.4 less</td>
</tr>
<tr>
<td>Total</td>
<td>(17.0)</td>
<td>(10.8)</td>
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</table>
FY20 Budget Planning
FY20: Fall Budget Planning Assumptions

<table>
<thead>
<tr>
<th>Models</th>
<th>Corresponding Initiative</th>
<th>Description</th>
<th>Fall BPC FY20 Assumptions</th>
<th>Impact to Colleges</th>
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</thead>
<tbody>
<tr>
<td>Tuition/SSI</td>
<td>OHIO Guarantee</td>
<td>New Cohort: % (CPI)</td>
<td>1.3%</td>
<td>$660,000</td>
</tr>
<tr>
<td>Tuition/SSI</td>
<td>OHIO Guarantee</td>
<td>New Cohort: % (Cap)</td>
<td>0.0%</td>
<td></td>
</tr>
<tr>
<td>Tuition/SSI</td>
<td>Continuing Students: % (Cap)</td>
<td></td>
<td>0.0%</td>
<td></td>
</tr>
<tr>
<td>Tuition/SSI</td>
<td>Fall Athens UG Enrollment (Total)</td>
<td></td>
<td>$16,992</td>
<td>$(9,090,000)</td>
</tr>
<tr>
<td>Transfers</td>
<td>SOR Funding for FY19 Tuition Loss</td>
<td></td>
<td>$(1,300,000)</td>
<td>$(1,300,000)</td>
</tr>
<tr>
<td>Tuition/SSI</td>
<td>SSI FY20 Appropriation Growth</td>
<td></td>
<td></td>
<td>$-</td>
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<tr>
<td>Tuition/SSI</td>
<td>Auxiliary Contribution to SFA</td>
<td></td>
<td>$500,000</td>
<td>500,000</td>
</tr>
<tr>
<td>Tuition/SSI</td>
<td>Foundation Support for SFA</td>
<td></td>
<td>$250,000</td>
<td>$250,000</td>
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<tr>
<td>Tuition/SSI</td>
<td>Financial Aid forecast</td>
<td>As of September 30, 2018</td>
<td>$ (1,125,000)</td>
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<tr>
<td>Direct Expenses</td>
<td>Healthcare Benefit Cost</td>
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<td>102.5%</td>
<td>$(1,250,000)</td>
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<tr>
<td>Direct Expenses</td>
<td>Raise Pool</td>
<td>December 2018 Strategic Priority</td>
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<td></td>
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<tr>
<td>Direct Expenses</td>
<td>Faculty Compensation</td>
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<td>1.0%</td>
<td>$(1,400,000)</td>
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<tr>
<td>CM</td>
<td>Online Learning</td>
<td>Online Learning Investment</td>
<td>$(600,000)</td>
<td>$(600,000)</td>
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<tr>
<td>CM</td>
<td>Administrative Units (Compliance Investments)</td>
<td>$ (500,000)</td>
<td>$(500,000)</td>
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</tr>
<tr>
<td>CM</td>
<td>Raise Pool</td>
<td>December 2018 Strategic Priority</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CM</td>
<td>Staff Equity Pool</td>
<td></td>
<td>1.0%</td>
<td>$(1,035,000)</td>
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<tr>
<td>CM</td>
<td>Utilities</td>
<td></td>
<td>$(600,000)</td>
<td>$(600,000)</td>
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<tr>
<td>CM</td>
<td>POM</td>
<td></td>
<td>$(200,000)</td>
<td>$(200,000)</td>
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<tr>
<td>CM</td>
<td>Employee Fee Waivers - Indirect</td>
<td></td>
<td>$32,645</td>
<td>$32,645</td>
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<tr>
<td>EFW</td>
<td>Employee Fee Waivers - Direct</td>
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<td>$(203,140)</td>
<td>$(203,140)</td>
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<tr>
<td>Capital Costs</td>
<td>CIP</td>
<td>Capital Cost Allocation Model</td>
<td>$(1,300,000)</td>
<td>$(1,300,000)</td>
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<tr>
<td>CM</td>
<td>Admin Cost Savings</td>
<td>Base Reductions to Administrative Planning Units</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Assumed FY20 Impact - Planning Assumptions ONLY**

**Unaddressed College Imbalance**

$(2,600,000)

**Assumed Use of Fund Balance (before revenue/expense actions)**

$(17,460,495)

**Does not reflect:**

- College’s planned use of FY20 fund balance, based on bridging strategies: $6.1M
- SOR Investments
FY20 Athens UG Enrollment Assumptions

Total UG Athens Headcounts

- Athens UG - Residents
- Athens UG - Non-Residents
- Athens UG - International
Athens UG Net Tuition

<table>
<thead>
<tr>
<th></th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19 Planning Assumption</th>
<th>FY19 Budget</th>
<th>FY19 Forecast</th>
<th>FY20 Proj</th>
</tr>
</thead>
<tbody>
<tr>
<td>Guarantee Tuition Rate Growth*</td>
<td>1.5%</td>
<td>5.1%</td>
<td>1.7%</td>
<td>1.3%</td>
<td>1.3%</td>
<td>1.3%</td>
<td>1.3%</td>
<td>1.3%</td>
</tr>
<tr>
<td>Non-Guarantee Tuition Rate Growth*</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Discount Rate</td>
<td>20.2%</td>
<td>21.9%</td>
<td>23.0%</td>
<td>22.9%</td>
<td>24.6%</td>
<td>24.6%</td>
<td>24.6%</td>
<td>25.5%</td>
</tr>
<tr>
<td>Total Headcount (Fall)</td>
<td>17,660</td>
<td>17,965</td>
<td>18,197</td>
<td>17,936</td>
<td>17,673</td>
<td>17,500</td>
<td>17,323</td>
<td>16,991</td>
</tr>
<tr>
<td>New Freshmen (Fall)</td>
<td>4,377</td>
<td>4,423</td>
<td>4,309</td>
<td>4,045</td>
<td>4,144</td>
<td>3,971</td>
<td>3,980</td>
<td>3,962</td>
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<tr>
<td>Gross Tuition</td>
<td>$227.6</td>
<td>$235.8</td>
<td>$238.0</td>
<td>$234.7</td>
<td>$237.6</td>
<td>$235.8</td>
<td>$232.1</td>
<td>$228.4</td>
</tr>
<tr>
<td>Financial Aid</td>
<td>$45.9</td>
<td>$51.7</td>
<td>$54.6</td>
<td>$53.8</td>
<td>$58.4</td>
<td>$57.9</td>
<td>$57.0</td>
<td>$58.3</td>
</tr>
<tr>
<td>Net Tuition</td>
<td>$181.7</td>
<td>$184.0</td>
<td>$183.4</td>
<td>$180.9</td>
<td>$179.2</td>
<td>$177.9</td>
<td>$175.1</td>
<td>$170.1</td>
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</tbody>
</table>
Fiscal Year 2018-19
Ohio University
Academic Year 2018-19 Tuition, Fee and Rate Increases

Resolution 2018 --

Whereas, the appropriate planning and consultations within the University have been completed, resulting in the recommendation for tuition, and fees for the purpose of establishing a new online graduate program consistent with the institution’s strategic priorities; and

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

Now therefore, be it resolved that the Board of Trustees adopts the fee schedule attached hereto as Exhibit A, effective Spring Semester 2019.
ODHE FY18 Efficiency Report

Updates to the August 2018
FY18 Affordability and Efficiency (A&E)
Board Presentation
### 3 Procurement - Slide 3 updated for ODHE

#### FY18 Update

<table>
<thead>
<tr>
<th>CAMPUS CONTRACTS</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
<th>FY21</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Athletics Total</td>
<td>-</td>
<td>$1,437,984</td>
<td>$1,360,000</td>
<td>$1,360,000</td>
<td>$1,360,000</td>
<td>$5,517,984</td>
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<tr>
<td>Office Equipment Total</td>
<td>-</td>
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<td>$852,000</td>
<td>$852,000</td>
<td>$852,000</td>
<td>$3,408,000</td>
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<tr>
<td>Maintenance &amp; Ops Total</td>
<td>$32,300</td>
<td>$144,630</td>
<td>$142,760</td>
<td>$144,759</td>
<td>$146,758</td>
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<td>Media &amp; Promotional Total</td>
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<td>$209,750</td>
<td>$209,750</td>
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<td>$11,250</td>
<td>$11,250</td>
<td>$11,250</td>
<td>$45,000</td>
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<tr>
<td>Technology service / product Total</td>
<td>-</td>
<td>-</td>
<td>9,927</td>
<td>9,927</td>
<td>9,927</td>
<td>29,780</td>
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<td>Temp Employment Services Total</td>
<td>-</td>
<td>-</td>
<td>230,000</td>
<td>230,000</td>
<td>230,000</td>
<td>690,000</td>
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<tr>
<td>Travel Total</td>
<td>-</td>
<td>25,578</td>
<td>25,000</td>
<td>25,000</td>
<td>25,000</td>
<td>100,578</td>
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**Total for FY18 Update:** $32,300, $2,719,903, $2,840,687, $2,842,686, $2,844,685, $11,280,260

<table>
<thead>
<tr>
<th>COLLABORATIVE CONTRACTS</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
<th>FY21</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Computer Hardware Total</td>
<td>-</td>
<td>$3,319,335</td>
<td>$3,200,000</td>
<td>$3,200,000</td>
<td>$3,200,000</td>
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<tr>
<td>Maintenance &amp; Ops Total</td>
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<td>$515,162</td>
<td>$503,468</td>
<td>$503,644</td>
<td>$486,284</td>
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<tr>
<td>Office supplies/equip Total</td>
<td>$104,937</td>
<td>$317,087</td>
<td>$343,069</td>
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<td>Outbound Shipping Total</td>
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<td>Scientific/research Total</td>
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<td>$682,634</td>
<td>$682,634</td>
<td>$682,634</td>
<td>$2,730,537</td>
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<tr>
<td>Technology service / product Total</td>
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<td>$835,091</td>
<td>$861,243</td>
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<td>$861,243</td>
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<td>Travel Total</td>
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<td>$358,092</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$358,092</td>
</tr>
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</table>

**Total for 3B FY18 Update:** $132,937, $8,216,865, $7,675,267, $7,727,374, $7,710,014, $31,462,458

#### Reconciliation – BoT to ODHE

- **8.21 BoT Rec 3 Total:** $25,978,128
  - computer hardware: $12,919,335
  - insurance: $3,402,280
  - outbound shipping: $442,975
- **9.23.18 ODHE Rec 3 Total:** $42,742,718

Note: Categories added since 8.21.18 BoT meeting.
## Recommended Components

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Component</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
<th>FY21</th>
<th>Total</th>
<th>Current Projection</th>
</tr>
</thead>
<tbody>
<tr>
<td>3 Procurement</td>
<td>3A Campus contracts</td>
<td>$32,300</td>
<td>$2,719,903</td>
<td>$2,840,687</td>
<td>$2,842,686</td>
<td>$2,844,685</td>
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<tr>
<td></td>
<td>3B Collaborative contracts</td>
<td>$132,937</td>
<td>$8,216,865</td>
<td>$7,675,267</td>
<td>$7,727,374</td>
<td>$7,710,014</td>
<td>$31,462,458</td>
<td>$31,462,458</td>
</tr>
<tr>
<td>4 Assets and Operations</td>
<td>4A Asset review</td>
<td>$22,321,053</td>
<td>$340,001</td>
<td>$349,543</td>
<td>$400,000</td>
<td>$345,000</td>
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<td>4B Operations review</td>
<td>$50,700</td>
<td>$3,922,494</td>
<td>$1,715,494</td>
<td>$1,819,494</td>
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<td></td>
<td>4C Affinity Relationships</td>
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<td>$735,817</td>
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<tr>
<td>5 Administrative Cost Reforms</td>
<td>5A Cost Diagnostic - SEPARATE REPORT</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>5B Productivity Measure: Administrative</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>5C Organizational structure</td>
<td>$4,900,000</td>
<td>$12,900,000</td>
<td>$17,100,000</td>
<td>$18,700,000</td>
<td>$53,600,000</td>
<td>$53,600,000</td>
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<tr>
<td></td>
<td>5D Health-care costs</td>
<td>$2,335,507</td>
<td>$3,600,000</td>
<td>$5,428,000</td>
<td>$6,728,000</td>
<td>$7,828,000</td>
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<tr>
<td></td>
<td>5E Data centers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>5F Space Utilization</td>
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<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td></td>
<td>5G Energy</td>
<td>$818,000</td>
<td>$1,540,000</td>
<td>$979,000</td>
<td>$979,000</td>
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<td>$5,304,000</td>
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</table>

### SECTION 2: ACADEMIC PRACTICES

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Component</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
<th>FY21</th>
<th>Total</th>
<th>Current Projection</th>
</tr>
</thead>
<tbody>
<tr>
<td>6 Textbook affordability</td>
<td>6A Negotiate Cost</td>
<td>$740,563</td>
<td>$1,637,400</td>
<td>$3,135,000</td>
<td>$3,737,000</td>
<td>$3,911,000</td>
<td>$13,160,963</td>
<td>$13,160,963</td>
</tr>
<tr>
<td></td>
<td>6B Standardize Materials</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>6C Develop Digital Capabilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>6C eLearning - new program net revenues</td>
<td>$(61,902)</td>
<td>$350,974</td>
<td>$1,501,896</td>
<td>$4,536,285</td>
<td>$7,169,754</td>
<td>$13,497,006</td>
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<tr>
<td>7 Time to Degree</td>
<td>7A Education Campaign</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>7B Graduation incentive</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
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<tr>
<td></td>
<td>7C Standardize Credits for degree</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>7D Data-driven advising</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
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<td>7E Summer programs</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td></td>
<td>7F Pathway agreements</td>
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<td></td>
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<td></td>
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<td></td>
<td>7G Competency-based education</td>
<td></td>
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### SECTION 3: POLICY REFORMS

<table>
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<tr>
<th>Recommendation</th>
<th>Component</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
<th>FY21</th>
<th>Total</th>
<th>Current Projection</th>
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<tr>
<td>10 Policy Reforms</td>
<td>10A Financial Advising</td>
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<td></td>
<td>10B Obstacles (legislative / mandates)</td>
<td></td>
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<tr>
<td>8 Duplicative Programs</td>
<td>8 Duplicative Programs</td>
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<td>Additional - Instruction</td>
<td>Regional Campus Instruction</td>
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<td>$195,139,990</td>
<td>$195,139,990</td>
</tr>
</tbody>
</table>
WHEREAS, the appropriate planning and consultations within the University have been completed, resulting in the recommendation for tuition, and fees for the purpose of establishing a new online graduate program consistent with the institution’s strategic priorities; and

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

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees adopts the fee schedule attached hereto as Exhibit A, effective Spring Semester 2019.
## Exhibit A

**Ohio University**

**Graduate Off Campus Programs**

Changes to FY19 Student Tuition & Fee Schedule

*(Per Credit Hour)*

<table>
<thead>
<tr>
<th>New Programs</th>
<th>Instructional Fee</th>
<th>General Fee</th>
<th>Program Fee</th>
<th>Spec Services / Materials Fee</th>
<th>Ohio Resident Total</th>
<th>Non-Resident Fee</th>
<th>Out of State Total</th>
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</thead>
<tbody>
<tr>
<td>College of Health Sciences &amp; Professions</td>
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<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Online Masters of Social Work (MSW)</td>
<td>505</td>
<td>3</td>
<td>146</td>
<td>-</td>
<td>654</td>
<td>19</td>
<td>673</td>
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</tbody>
</table>
ESTABLISHMENT OF UNIVERSITY QUASI-ENDOWMENTS

Revision of the

UNDERGRADUATE SCHOLARSHIP INVESTMENT PROGRAM

RESOLUTION 2018 --

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 approved in August, 2013, Resolution 2013-3359, 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 will be revised and expanded, as follows:

- Previous funding allocations that limited available match funding by college will be 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 such that all distributions will be awarded in each 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 and become available to the University for award by college if regional specific designees are not identified.

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.
Interoffice Communication

Date: October 1, 2018

To: The President and Board of Trustees

From: Deborah J. Shaffer, Vice President Finance & Administration, CFO and Treasurer
Nico Karagosian, Vice President, University Advancement and President & CEO, The Ohio University Foundation
Candice J. Casto, Assistant Vice President of Foundation Finance and Administration

Re: Revisions to the Undergraduate Scholarship Match Program

Included on the Resources Committee Agenda for the October 2018 Board of Trustees meeting is a request to revise the parameters used to establish University quasi-endowments through the Undergraduate Scholarship Match Program.

Quasi-endowments are financial instruments established by a governing board using unrestricted operating reserves that are intended to function like an endowment, including pooled investment of the funds within a typical endowment asset allocation. The University accomplishes this by entrusting oversight of quasi-endowment funds, like endowment funds, to The Ohio University Foundation’s Board of Trustees and, more specifically, its Investment Committee. The goal of the University’s quasi-endowments is to further the institution’s strategic priorities.

At the August 2013 meeting, the University Board of Trustees approved the Undergraduate Scholarship Match Program, reflecting Ohio University’s commitment to making a significant investment to support the university’s core mission. To that end, $25.0 million was dedicated to strengthening the endowed scholarship program, with $16.5 million allocated for general undergraduate scholarships and $8.5 million allocated for targeted scholarship programs, including Cutler Scholars, Urban Scholars and Appalachian Scholars. Within the $16.5M allocated for general scholarships, amounts were further allocated as being available to specific colleges. In order to maximize the impact of this opportunity, the Board of Trustees approved the use these funds as a matching program, which provides $.50 in quasi-endowed scholarship funds for every dollar committed to eligible scholarship endowments. To be match-eligible, an endowed fund must provide renewable undergraduate scholarship awards that are designated either to a college or university-wide. Donors may also specify whether awards are based on merit, need and/or talent, with the specifics of those terms defined at the University’s discretion.

The matching program has been in effect since July 1, 2013, and was approved to continue through June 30, 2019. Match funds are transferred to quasi-endowment accounts as external scholarship dollars are received by The Ohio University Foundation.
The Undergraduate Scholarship Match Program has been operating effectively since inception, although total fundraising associated with the program has been lower than desired. Following is a summary of the first five years of the program, through June 30, 2018:

- The program is comprised of 161 individual endowed accounts. Of that total, 6 accounts existed prior to July 1, 2013. The remaining 155 accounts were established as a result of donor interest in supporting this program.
- Through June 30, 2018, the Foundation had collected $8.52M in match eligible gifts, and the University had provided $4.26M in match funds, resulting in the program’s endowments having a collective historic value of $12.78M and a collective market value of $14.64M.
- As of June 30, 2018, there were also $0.81M in outstanding pledges receivable designated to this program.
- The program produced endowment distributions of $35K in FY17, in $201K FY18 and $347K in FY19 in support of the University’s financial aid efforts.

While the program has been quite successful at facilitating the establishment of easily-administered scholarship endowments, it has not fully encompassed all broad, timeless giving restrictions that donors may desire. For example, a scholarship endowment that supports students majoring in hard sciences would be a welcome addition to the Foundation’s endowment, and the University would be able to easily identify numerous eligible recipients year after year. However, under the terms of the current match program, a hard sciences scholarship endowment is not match-eligible because it is narrower than the current program requirement to designate funds as either the university-wide or college-wide level (i.e. the College of Arts and Sciences encompasses many programs including but not limited to the hard sciences).

At this time, and in an effort to encourage additional donor participation in this program, the University is recommending the following revisions to the current Undergraduate Scholarship Match Program:

- Understanding that any gift to this program collectively benefits all colleges, previous funding allocations that limited available match funding by college will be abolished. All match funding will be 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- or university-wide level in the event that eligible recipients who meet the donor preference cannot be identified in any given year.
- Other donor preferences, including but not limited to geographic restrictions, may be considered on a case-by-case basis and approved by the Vice President, University Advancement in conjunction with the Vice President Finance & Administration, CFO and Treasurer. In all cases, approved donor preferences must be broad enough to provide for easily-administered scholarships with an ample number of eligible recipients.

If approved, staff requests that the above changes be retroactive to July 1, 2018 in order to accommodate recent, significant donor gifts that would be match-eligible within the revised program parameters.

Also, under the existing program, individual named endowments could be established with a commitment of $16,667, with the University match of $8,333 being included in an account reaching the required endowment minimum of $25,000. Moving forward, and in an effort to increase the philanthropic dollars raised under this program, individual, named match-eligible
accounts will be established only with a donor commitment of at least $25,000. Donors with lower giving capacities may still participate in the match program by giving to the unnamed university-wide match eligible scholarship endowment or to each college’s unnamed match-eligible scholarship endowment.

Annual appropriations from these quasi-endowments will be limited to an amount calculated in accordance with The Ohio University Foundation’s spending policy for endowments. The use of quasi-endowments will continue to be monitored by the Vice President Finance & Administration, CFO and Treasurer.

As with all quasi-endowments, these accounts could be rescinded and closed, if approved by the University Board of Trustees. However, given the association of these accounts with donor gifts, the termination of quasi-endowments established under this match program is not intended and would only be pursued in the event of severe financial hardships that could not otherwise be addressed by the University.
October 18, 2018

Undergraduate Scholarship Match Program

Resolution

Tab #; pg
Agenda

• Program status review
  • Match-eligible criteria
  • Funds raised since inception
  • Challenges and opportunities
• Recommended program changes
Program Overview

- $25M match available from July 1, 2013 to June 30, 2019
- University match of $0.50 for each $1.00 donated to qualifying endowed scholarships
- Supports undergraduate scholarships in all colleges, including targeted scholarship programs (Cutler, Urban and Appalachian)
# Program Criteria

## Required

- Endowed
- Renewable
- Undergraduate
- University-wide or college-wide

## Optional*

- Talent-based
- Merit-based
- Need-based
- Combination of above criteria

*The specifics of all optional terms are defined at the University’s discretion.
Program Status - Overall
As of June 30, 2018

- $12.78M historic value ($8.52M gifts; $4.26M matched)
- $14.64M market value

- 161 individual endowed accounts (155 new, 6 existing)
- $0.81M in outstanding pledges

- Endowment distributions of $35K in FY17, $201K in FY18 and $347K in FY19
Program Status – By College
Endowment Market Value as of June 30, 2018
Program Status – By College

Progress to goal as of June 30, 2018
Proposed Revisions

- Remove match funding allocations by college
- Allow donor preferences for academic majors, departments and programs
- Require $25K donor commitment for new accounts
CAPITAL PROJECTS
APPROVAL TO PROCEED WITH DESIGN AND CONSTRUCTION

RESOLUTION 2018 -

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

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

WHEREAS, the following projects are presented for Board approval:

Modification of Design & Construction Requests:

<table>
<thead>
<tr>
<th>Capital Project Budget &amp; Authorized Expenditures</th>
<th>Previous</th>
<th>Current</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>West Green Chilled Water Pump System Repairs</td>
<td>$1,000,000</td>
<td>$400,000</td>
<td>$1,400,000</td>
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<tr>
<td>Total</td>
<td>$1,000,000</td>
<td>$400,000</td>
<td>$1,400,000</td>
</tr>
</tbody>
</table>

Design & Construction Requests:

<table>
<thead>
<tr>
<th>Capital Project Budget &amp; Authorized Expenditures</th>
<th>Current</th>
</tr>
</thead>
<tbody>
<tr>
<td>Herrold Hall Infrastructure and Interior Improvements</td>
<td>$1,046,000</td>
</tr>
<tr>
<td>Ryors Hall Lobby Renovation</td>
<td>$800,000</td>
</tr>
<tr>
<td>Total</td>
<td>$1,846,000</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.
Interoffice Communication

Date:  October 1, 2018

To:  The President and Board of Trustees

From:  Deborah J. Shaffer, Vice President Finance & Administration, CFO and Treasurer
        Greg Robertson, Associate Vice President Architecture, Design and Construction

Re:  Capital Projects Update and Request for Approval to Undertake Design through Construction

Three projects in excess of $500,000 will be presented for Board approval to undertake design through construction. A presentation containing background information, funding sources and the proposed schedule for each project is included with these materials as well as a resolution for board action.

<table>
<thead>
<tr>
<th>PROJECT</th>
<th>Previously Approved</th>
<th>Current Action</th>
<th>Total Approved Expenditures</th>
<th>Previously Approved</th>
<th>Current Budget Action</th>
<th>Total Approved Project Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>West Green Chilled Water Pump System Repairs</td>
<td>$1,000,000</td>
<td>$400,000</td>
<td>$1,400,000</td>
<td>$1,000,000</td>
<td>$400,000</td>
<td>$1,400,000</td>
</tr>
<tr>
<td>Herrold Hall Infrastructure and Interior Improvements</td>
<td>$1,046,000</td>
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<td>$1,046,000</td>
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</tr>
<tr>
<td>Ryors Hall Lobby Renovation</td>
<td>$800,000</td>
<td>$800,000</td>
<td>$800,000</td>
<td>$800,000</td>
<td>$800,000</td>
<td>$800,000</td>
</tr>
</tbody>
</table>

Current Project Approval Request Information

- **West Green Chilled Water Pump System Repairs** – A budget amendment is requested to fund improvements in the design of the plant to allow for automated operation. The current configuration of the plant requires staff to monitor and manually adjust the system. Significant redesign of piping, valves and controls is required to allow for full automation of the plant (similar to how the new chilled water plant will operate). These upgrades will improve energy efficiency, function and operating efficiency. Control modifications will be integrated with the new control system for the permanent boiler plant and new chilled water plant. The project is funded by EIP century bond bank funding.

- **Herrold Hall Infrastructure and Interior Improvements** - This project is the second phase of a multi-phased approach to renovate Herrold Hall. This phase will include updates to the HVAC, electrical, lighting and interiors within Herrold Hall in the library area. Also included in this project is replacing the largest air handler in the building. This project is funded by RHE state capital appropriations.
- **Ryors Hall Lobby Renovation** - The purpose of this project is to update the lobby (2400 sq. ft.) of Ryors Hall built in 1966 located on the West Green. This aesthetic upgrade will be similar to recently completed housing lobby and office renovations and will include new furniture. This project is funded by Housing and Residence Life departmental funding.
# Facilities Projects Summary

<table>
<thead>
<tr>
<th>Phase</th>
<th>Number of Projects</th>
<th>Budget</th>
<th>Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 - Conceptual*</td>
<td>29</td>
<td>$558,613</td>
<td>$30,324</td>
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<tr>
<td>1 - PreDesign</td>
<td>40</td>
<td>$54,056,875</td>
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<tr>
<td>2 - Design</td>
<td>32</td>
<td>$133,108,479</td>
<td>$3,972,167</td>
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<td>3 - Construction</td>
<td>38</td>
<td>$97,894,053</td>
<td>$30,576,807</td>
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<tr>
<td>4 - Closeout</td>
<td>89</td>
<td>$122,953,458</td>
<td>$107,190,225</td>
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<td>Grand Total</td>
<td>228</td>
<td>$408,571,478</td>
<td>$141,806,967</td>
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*Projects in the conceptual phase often do not yet have developed budget estimates and are therefore reflected as “zero” in the attached report.
## Approvals Requested

<table>
<thead>
<tr>
<th>PROJECT</th>
<th>Previously Approved</th>
<th>Current Action</th>
<th>Total Approved Authorized Expenditures</th>
<th>Previously Approved</th>
<th>Current Budget Action</th>
<th>Total Approved Project Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Budget Amendment &amp; Approval to Undertake Construction</strong></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>West Green Chilled Water Pump System Repairs</td>
<td>$1,000,000</td>
<td>$400,000</td>
<td>$1,400,000</td>
<td>$1,000,000</td>
<td>$400,000</td>
<td>$1,400,000</td>
</tr>
<tr>
<td><strong>Approval to Undertake Design through Construction</strong></td>
<td></td>
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</tr>
<tr>
<td>Herrold Hall Infrastructure and Interior Improvements</td>
<td>$1,046,000</td>
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<tr>
<td>Ryors Hall Lobby Renovation</td>
<td>$800,000</td>
<td>$800,000</td>
<td></td>
<td>$800,000</td>
<td>$800,000</td>
<td></td>
</tr>
</tbody>
</table>
West Green Chilled Water Pump System Repairs

Located adjacent to Lausche Heating Plant

- Board of Trustees - October 2015

West Green Chilled Water Pump System Repairs – Design through Construction Phases

- We seek approval to undertake design through construction at a cost of $1.0M.
- The purpose of this project is to make upgrades in the existing West Green Chilled Water Plant (WGCWP) for improved energy efficiency, function, and operating efficiency. The improvements include replacing existing control valves, working on cooling tower flow, revisions to primary-secondary plumbing, and a general review of the control systems.
- This project is included in the approved FY2014 capital plan.
- Project Budget: $1.0M
- Previously Approved: $0
- This Request: $1.0M
- Funding Source: Internal Reserves UN2603251
# West Green Chilled Water Pump System Repairs

<table>
<thead>
<tr>
<th></th>
<th>Design</th>
<th>Construction</th>
<th>Authorized Expenditures</th>
<th>Approved Budget</th>
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</thead>
<tbody>
<tr>
<td><strong>Previous Board Budget Approvals</strong></td>
<td>$120,000</td>
<td>$880,000</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
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<tr>
<td><strong>Current Board Request:</strong></td>
<td></td>
<td>$400,000</td>
<td>$400,000</td>
<td>$400,000</td>
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<tr>
<td><strong>Sub-Totals</strong></td>
<td>$120,000</td>
<td>$1,280,000</td>
<td>$1,400,000</td>
<td>$1,400,000</td>
</tr>
</tbody>
</table>

**Fund Sources**

| Century Bond Bank - EIP | $120,000 | $1,280,000 | $1,400,000 |

**Sub-Totals**

| $120,000 | $1,280,000 | $1,400,000 |

**Board Actions: 2015-3518**

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
<th>FY21</th>
<th>FY22</th>
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<tbody>
<tr>
<td><strong>Schedule</strong></td>
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<td>![Construction]</td>
<td>![Construction]</td>
<td></td>
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<td><strong>Activity</strong></td>
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<td>Construction</td>
<td>Construction</td>
<td></td>
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</tr>
</tbody>
</table>

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*Note: The image contains a table with financial data and budget approvals for West Green Chilled Water Pump System Repairs. The table includes information on design, construction, and authorized expenditures, as well as budget approvals and fund sources.*
Herrold Hall Infrastructure and Interior Improvements
## Herrold Hall Infrastructure and Interior Improvements

<table>
<thead>
<tr>
<th>Previous Board Budget Approvals</th>
<th>Design</th>
<th>Construction</th>
<th>Authorized Expenditures</th>
<th>Approved Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$</td>
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<td>$</td>
<td>$</td>
</tr>
<tr>
<td><strong>Current Board Request:</strong></td>
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<td>$ 889,100</td>
<td>$ 1,046,000</td>
<td>$ 1,046,000</td>
</tr>
<tr>
<td><strong>Sub-Totals</strong></td>
<td>$ 156,900</td>
<td>$ 889,100</td>
<td>$ 1,046,000</td>
<td>$ 1,046,000</td>
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**Board Actions:**

**Fund Sources**

<table>
<thead>
<tr>
<th>State Capital - RHE</th>
<th>$ 156,900</th>
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<th>$ 1,046,000</th>
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<tr>
<td><strong>Sub-Totals</strong></td>
<td>$ 156,900</td>
<td>$ 889,100</td>
<td>$ 1,046,000</td>
</tr>
</tbody>
</table>

### Fiscal Year 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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<th>FY22</th>
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<tbody>
<tr>
<td>Schedule</td>
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<tr>
<td>Activity</td>
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<td></td>
<td></td>
<td>Design</td>
<td>Construction</td>
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<td></td>
</tr>
</tbody>
</table>
Ryors Hall Lobby Renovation
## Ryors Hall Lobby Renovation

### Design Construction

<table>
<thead>
<tr>
<th>Previous Board Budget Approvals</th>
<th>Design</th>
<th>Construction</th>
<th>Authorized Expenditures</th>
<th>Approved Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td><strong>Current Board Request:</strong></td>
<td>$ 120,000</td>
<td>$ 680,000</td>
<td>$ 800,000</td>
<td>$ 800,000</td>
</tr>
<tr>
<td><strong>Sub-Totals</strong></td>
<td>$ 120,000</td>
<td>$ 680,000</td>
<td>$ 800,000</td>
<td>$ 800,000</td>
</tr>
</tbody>
</table>

### Board Actions:

**Fund Sources**

| Departmental Funding - Housing & Residence Life | $ 120,000 | $ 680,000 | $ 800,000 |
| **Sub-Totals** | $ 120,000 | $ 680,000 | $ 800,000 |

### Fiscal Year Schedule

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
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<td>Activity</td>
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</table>

- Design
- Construction
Capital Projects Approval
Consent Agenda

CAPITAL PROJECTS
APPROVAL TO PROCEED WITH DESIGN AND CONSTRUCTION
RESOLUTION 2018 -

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

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

WHEREAS, the following projects are presented for Board approval:

Modification of Design & Construction Requests:

<table>
<thead>
<tr>
<th>Project</th>
<th>Previous</th>
<th>Current</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>West Green Chilled Water Pump System Repairs</td>
<td>$1,000,000</td>
<td>$400,000</td>
<td>$1,400,000</td>
</tr>
<tr>
<td>Total</td>
<td>$1,000,000</td>
<td>$400,000</td>
<td>$1,400,000</td>
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Design & Construction Requests:

<table>
<thead>
<tr>
<th>Project</th>
<th>Current</th>
</tr>
</thead>
<tbody>
<tr>
<td>Herrold Hall Infrastructure and Interior Improvements</td>
<td>$1,046,000</td>
</tr>
<tr>
<td>Ryors Hall Lobby Renovation</td>
<td>$800,000</td>
</tr>
<tr>
<td>Total</td>
<td>$1,846,000</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.
RESOLUTION TO APPROVE CHANGE TO EASEMENT PROCESS AND TO GRANT AUTHORITY TO EXECUTE EASEMENTS FOR CURRENT CAPITAL PROJECTS

RESOLUTION 2018 -

WHEREAS, the university has identified improvement in the easement granting process whereby the authority to execute easements essential for project completion is granted to the Vice President for Finance and Administration when the projects proceed to construction; and

WHEREAS, the university has investigated the proposed improvement and has found it to be common practice at other state institutions of higher learning in Ohio; and

WHEREAS, the Ohio University office of Legal Affairs has approved this approach.

NOW THEREFORE, BE IT RESOLVED, that the Ohio University Board of Trustees hereby acknowledges the change in the easement granting process.

BE IT FURTHER RESOLVED, that the Ohio University Board of Trustees authorizes the Vice President for Finance and Administration the authority to execute and deliver all other necessary documents agreements, and easements to effectuate the consummation of the transactions contemplated hereby. Projects recently approved by the Board including; WUSOC Project: 2018-3681, HCOM, and Clippinger Projects: 2018 – 3716.
Interoffice Communication

Date: October 1, 2018

To: The President and Board of Trustees

From: Deborah J. Shaffer, Vice President Finance & Administration, CFO and Treasurer
       Kevin Markielowski, Interim Real Estate Manager

Re: Approval of new easement process for capital projects

This resolution seeks to streamline the easement approval process for large scale construction projects by adding additional language to facility project resolutions that grants authority to execute related easements to the Vice President for Finance and Administration. Only easements necessary for the completion of the specified capital projects will be authorized. The resolution simultaneously approves easements necessary for three recently approved projects.

This process improvement has been reviewed and approved by Ohio University Legal Affairs and Ohio Department of Administrative Services.
WHEREAS, The City of Lancaster, Municipal Gas Department has identified several areas where aging and deteriorating gas lines are causing a safety and reliability issue for the Lancaster Campus; and

WHEREAS, The City of Lancaster, Municipal Gas Department has agreed to install new service lines and take over maintenance for said lines from the University; and

WHEREAS, Ohio University has deemed it economically advantageous to relinquish ownership and maintenance responsibilities of gas lines; and

WHEREAS, this project has been reviewed and has been found to be in compliance with the University Master Plan; and

WHEREAS, a utility easement from Ohio University is needed.

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees hereby approves a request by City of Lancaster, Municipal Gas Department for a 25 year utility easement across the area indicated on the attached map.

BE IT FURTHER RESOLVED, that the Board of Trustees hereby authorizes the Vice President for Finance and Administration to execute the corresponding easement and other appropriate documentation in accordance with Ohio Law.
All data created has been developed to meet National Map Accuracy Standards. All GIS data layers are referenced in the Ohio State Plane Coordinate System: Horizontal - North American Datum (NAD) 83 (95) Vertical data - North American Datum Vertical Datum (NAVD) 88 Units - Surveyors Feet.

All data has been developed from public records that are constantly undergoing change and is not warranted for content, completeness or accuracy. The City of Lancaster does not warrant, guarantee or represent the data to be fit for a particular use or purpose.

For detailed information about data layers shown, or to report discrepancies please contact the City of Lancaster, Department of Information Technology.

Legend
Gas Distribution Main
- Coated Steel
- Plastic
- Parcels

Proposed Gas Extension
Approximate South Property Line
Ex Gas Main To Remain (E177 To The South)
Ex Gas Main To Be Replaced At A Lower Depth (E342 To E14)
EX Gas Service Line (To Be Abandoned In-Place)
New Gas Meter Location
Herrold Hall
Braisee Hall

Special thanks to: Lancaster Map Services, Inc.
Prepared by: Lancaster Map Services, Inc.

7/18/2018
2018-07-18
Interoffice Communication

Date: October 1, 2018

To: The President and Board of Trustees

From: Deborah J. Shaffer, Vice President Finance & Administration, CFO and Treasurer
Kevin Markielowski, Interim Real Estate Manager

Re: Approval of easement to the City of Lancaster, Municipal Gas Department

This resolution seeks approval for a utility easement request from the City of Lancaster, Municipal Gas Department (Lancaster Gas).

Ohio University was contacted by Lancaster Gas about a gas leak in a service line on the Lancaster campus. Ohio University granted a right of entry to Lancaster Gas to fix the leak, but to provide a more permanent repair, a new line supplying the campus is needed.

Lancaster Gas has offered to replace the deteriorated service line with a new main gas line at no cost to the University. This line will be owned and maintained by Lancaster Gas; Ohio University will not be responsible for any maintenance or repair of the new gas line. The new line will add a redundant connection to another point, which will add safety and reliability to the installed infrastructure.

The project description attached to the resolution reflects the easement area. Lancaster Gas needs the easement to initiate the permanent repairs. Due to the mutual benefit the University will not request consideration from Lancaster Gas.

The project has been evaluated and approved by the Department of Administrative Services who is facilitating the easement on behalf of Ohio University.
RESOLUTION TO APPROVE EASEMENT
TO THE CITY OF ATHENS

RESOLUTION 2018 -

WHEREAS, the City of Athens wishes to construct a roadway & pedestrian passage on City and University lands under Richland Avenue and requests that the University grant an easement to permit the City’s construction and maintenance within the easement area as shown in the attached map; and

WHEREAS, the proposed roadway & pedestrian passage would provide significant benefits to the University and its students, including improved traffic flow and enhanced safety for pedestrians and drivers along an important thoroughfare to campus; and

WHEREAS, the City’s receipt of ODOT funding for the project is contingent on its receipt of the easement discussed herein; and

WHEREAS, Ohio Revised Code section 3345.18 permits public universities to grant permanent easements to municipalities for roadway purposes.

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees hereby approves the granting of a permanent easement to the City of Athens for purposes of constructing and maintaining the roadway & pedestrian passage on Richland Avenue upon terms and conditions approved by the President or his designee.

BE IT FURTHER RESOLVED, that the Board of Trustees hereby authorizes the Vice President for Finance and Administration to execute the corresponding easement and other appropriate documentation in accordance with Ohio law.
Interoffice Communication

Date: October 1, 2018

To: The President and Board of Trustees

From: Deborah J. Shaffer, Vice President Finance & Administration, CFO and Treasurer
       Kevin Markielowski, Interim Real Estate Manager

Re: Approval of easement to City of Athens

This resolution seeks approval for a permanent Transportation Easement to the City of Athens for the Pedestrian Passageway project to improve safety and along Richland Ave.

The City of Athens will require easements for the roadway and will be responsible for maintaining the roadway surface, with the University responsible for the landscaped slope ways and sidewalks.

The project description attached to the resolution reflects the easement area. The City of Athens needs the easements to initiate the project. Due to the mutual benefit, the University will not request consideration from the City of Athens in granting these easements.

The Department of Administrative Services has confirmed Ohio University can grant permanent easements for transportation purposes under ORC 3345.18.
RESOLUTION TO APPROVE EASEMENT REQUEST FROM COLUMBIA GAS OF OHIO

RESOLUTION 2018 -

WHEREAS, Columbia Gas of Ohio (Columbia) requires a new underground service line in order to provide for a newly constructed building on East Park Drive (Muntean Health Care); and

WHEREAS, Columbia requests an easement to place a new gas line on Ohio University land in the East State Street area; and

WHEREAS, the new gas line will provide service to a third party; and

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

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

BE IT FURTHER RESOLVED, that the Board of Trustees hereby authorizes the Vice President for Finance and Administration to execute the corresponding easement and other appropriate documentation in accordance with Ohio law.
**EXHIBIT 'A'**

**Columbia Gas of Ohio**

**Line Table**

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<thead>
<tr>
<th>Line #</th>
<th>Direction</th>
<th>Length</th>
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</thead>
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<tr>
<td>L2</td>
<td>N 26° 07' 22&quot; W</td>
<td>36.07'</td>
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<tr>
<td>L3</td>
<td>N 44° 35' 47&quot; W</td>
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<tr>
<td>L4</td>
<td>N 81° 11' 02&quot; E</td>
<td>24.65'</td>
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<tr>
<td>L5</td>
<td>S 44° 35' 47&quot; E</td>
<td>7.40'</td>
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<td>L6</td>
<td>S 26° 07' 22&quot; E</td>
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<tr>
<td>L7</td>
<td>S 15° 37' 41&quot; E</td>
<td>94.97'</td>
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<tr>
<td>L8</td>
<td>S 81° 13' 50&quot; W</td>
<td>20.14'</td>
</tr>
</tbody>
</table>

**Note:**
- This exhibit is drawn for the limited use of Columbia Gas of Ohio to identify the easement location, and is not intended to represent an accurate survey of the property.
- PREPARED BY TEAM FISHEL SURVEYING & ENGINEERING.

**Scale:** 1 inch = 100 ft

**Company:** COLUMBIA GAS OF OHIO, INC.

**Project:** 20' WIDE STRIP EASEMENT ON THE PROPERTY OF OHIO UNIVERSITY
Interoffice Communication

Date: October 1, 2018

To: The President and Board of Trustees

From: Deborah J. Shaffer, Vice President Finance & Administration, CFO and Treasurer
       Kevin Markielowski, Interim Real Estate Manager

Re: Approval of easement to Columbia Gas of Ohio

This resolution seeks approval for a utility easement request from Columbia Gas of Ohio (Columbia).

Columbia has requested an easement in order to enhance service to a newly constructed building on East Park Drive. The building is the future home of Muntean Health Care.

This new underground line will cross Ohio University land at the bike path in the East State Street area. The project description attached to the resolution reflects the easement area. Columbia needs the easement in order to initiate the project and provide gas service to the new building.

The project has been evaluated and approved the Department of Administrative Services who is negotiating the consideration with Columbia and facilitating the easement on behalf of Ohio University.
RESOLUTION TO APPROVE EASEMENT REQUEST
FROM COLUMBIA GAS OF OHIO

RESOLUTION 2018 -

WHEREAS, Columbia Gas of Ohio (Columbia) requires a new underground service line in order to provide for the Sook Center project; and

WHEREAS, Columbia has requested an easement to place a new gas line on Ohio University land as part of the Sook Center project that will also enhance service to the Walter Field House and future Ohio University needs; and

WHEREAS, the new gas line will improve service and provide mutual benefits to both parties; and

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

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

BE IT FURTHER RESOLVED, that the Board of Trustees hereby authorizes the Vice President for Finance and Administration to execute the corresponding easement and other appropriate documentation in accordance with Ohio law.
Map Correction:
6" crossing south of Richland Ave/Shafer St. intersection.
Interoffice Communication

Date: October 1, 2018

To: The President and Board of Trustees

From: Deborah J. Shaffer, Vice President Finance & Administration, CFO and Treasurer
       Kevin Markielowski, Interim Real Estate Manager

Re: Approval of easement to Columbia Gas of Ohio

This resolution seeks approval for a utility easement request from Columbia Gas of Ohio (Columbia).

University staff have identified the most efficient gas line route associated with the Sook Center project by extending a Columbia gas line from their main gas line on Richland Avenue. This new line would service the Sook Center and Walter Field House and enhance service not only for these two locations but also for future Ohio University needs.

This new line would allow the University to abandon an inefficient service line that runs along the southwestern end of Peden Stadium and services the stadium only. Abandoning this old line will mitigate potential future gas line issues.

The project description attached to the resolution reflects the easement area. Columbia needs the easement in order to initiate the project. Due to the mutual benefit the University will not request consideration from Columbia.

The project has been evaluated and approved by the Department of Administrative Services who is facilitating the easement on behalf of Ohio University.
RESOLUTION TO APPROVE UTILITY EASEMENT
NATIONAL GAS & OIL COOPERATIVE

RESOLUTION 2018 -

WHEREAS, The National Gas & Oil Cooperative has identified several areas where aging and deteriorating gas lines are causing a regulatory, safety, and reliability issue for the Zanesville Campus; and

WHEREAS, The National Gas & Oil Cooperative is offering to take over the pipeline system supplying OU Zanesville downstream of National Gas & Oil Cooperative’s existing meters including the liability associated with the system up to the individual meters, and to conduct necessary upgrades at no cost to OU Zanesville; and

WHEREAS, Ohio University has deemed it economically advantageous to relinquish ownership and maintenance responsibilities of gas lines; and

WHEREAS, a utility easement from Ohio University is needed; and

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees hereby approves a request by The National Gas & Oil Cooperative for a 25 year utility easement across the area indicated on the attached map.

BE IT FURTHER RESOLVED, that the Board of Trustees hereby authorizes the Vice President for Finance and Administration to execute the corresponding easement and other appropriate documentation in accordance with Ohio Law.
Exhibit A
Ohio University -- Zanesville

New Metering Points
Master Meters
New Pipeline
Regulator Station and Building
Interoffice Communication

Date: October 1, 2018

To: The President and Board of Trustees

From: Deborah J. Shaffer, Vice President Finance & Administration, CFO and Treasurer
       Kevin Markielowski, Interim Real Estate Manager

Re: Approval of easement to National Gas & Oil Cooperative

This resolution seeks approval for a utility easement request from National Gas & Oil Cooperative (NGO), our current gas supplier at the Zanesville campus.

NGO has notified Ohio University regarding various potential regulatory issues regarding inspection and maintenance responsibilities of gas meters supplying the Zanesville Campus. To resolve the issue, NGO has offered to assume ownership and liability of the pipeline network supplying the Zanesville Campus, at no cost to Ohio University.

The project description attached to the resolution reflects the easement area. Once ownership is transferred, NGO will require an easement to access and maintain the infrastructure.

Due to considerable benefit and continuous cost savings to the University, we will not request consideration from NGO.

The project has been evaluated and approved by the Department of Administrative Services.
Interoffice Communication

Date: October 1, 2018

To: The President and Board of Trustees

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

Re: Student Investment Program

The purpose of this memo is to update the committee on the performance and progress of the student investment programs, programs where students in the College of Business manage a portion of the university working capital under the direct supervision of David Stowe, Assistant Professor of Finance with administrative oversight from David Gaume, OU’s new Director of Investments. Mr. Gaume brings investment expertise to our in-house leadership team that will be both a resource and an additional check as to the viability and performance of the student groups.

The students manage four funds in two separate asset classes, a sustainable and a traditional fixed income fund, managed by the Fixed Income Management Group (FIMG) and a sustainable and a traditional equity fund, managed by the Student Equity Management Group (SEMG). The following students help provide leadership to these groups and will be in attendance at the October Resource Committee meeting to present.

- Nathan Flowers, an executive board member of the SEMG
- Dane Toadvine-Caudill, the President of the FIMG

These programs continue to attract the best and brightest finance students (and some other majors as well) at Ohio University. The students are recruited as freshmen and sophomores and spend 20+ hours per week for 3-4 years training as investment analysts, in a very similar fashion as they would be trained as a professional. When they leave, they are rewarded with some of the most competitive jobs in the industry and are ready to immediately contribute. We are very pleased with the progress, professionalism, and performance of the student groups. If you ever have time to schedule a meeting with these students on one of your trips to Athens, they would be happy to demonstrate what they do.

At the end of fiscal year 2018, the aggregate value of the four funds managed by the students was $7.44 million. This fiscal year was characterized by very strong equity market performance and interest rate increases that pushed bond markets down slightly. Fortunately, all four of the portfolios outperformed for the year. The narratives below provide a short explanation for the historical positioning and a discussion of the groups’ strategies for the future.
Portfolio Updates:

**Fixed Income Portfolios**
- Rising interest rates and selling off of corporate credit contributed to out-performance. Both fixed income portfolios are positioned close to benchmark while taking on 10-15% lower duration. Defensive corporate names are being emphasized due to the group’s belief that markets are in the late stages of the business cycle.
- Moving forward, the FIMG continues to push portfolios closer to benchmark duration while selecting well-positioned corporate names. Additionally, in the sustainable portfolio, focus continues on improving the selection of sustainable companies.

**Student Equity Portfolios**
- Both the traditional and sustainable equity portfolios outperformed the market and had one of the best years since the early years of the Group. This success was led by strong industrial performance in the second half of 2017 and favorable exit timing in January, which helped the portfolios withstand the February correction.
- Currently the SEMG is looking to reallocate its cash position into names that are shielded from geopolitical tensions but which also show long term catalysts to justify the valuations.
- Risks on the horizon are global issues: trade disputes, foreign exchange rates, and a maturing business cycle. To mitigate these risks, the SEMG will be looking closer into company supply chains, hedging strategies, and company fundamentals.

The presentation will highlight:

- % Total Return as of 6/30/2018, including the % Excess return relative to benchmarks,
- Calendar Year Performance and Excess Calendar Year Performance since 2010,
- Two charts showing monthly excess return and rolling 1 year excess return,
- Four charts with cumulative growth for each of the four portfolios, and
- A list of holdings for all portfolios, including portfolio values as of 6/30/2018.

Since Dr. Stowe assumed oversight of the programs on behalf of the College of Business in 2015, their focus has been on managing risk and only seeking strategic outperformance when identified rather than taking large bets against the market. The primary strategy is to avoid wild, uncontrollable swings in return that deviate from our mandates. This is accomplished by diversifying into more holdings to help prevent large losses, like those experienced in 2014.

Thank you again for your trust and for the opportunity to manage these funds for Ohio University.
Student Investment Program

October 18, 2018

Tab #: pg
Student Leaders

Fixed Income Management Group

Dane Toadvine-Caudill
President

Morgan Parker
Head Analyst

Student Equity Management Group

Nathan Flowers
Executive Board

Alex Schlosser
Head Analyst

Market Values (as of 6/30/2018):

- FIMG Sustainable - $1,425,010.61
- FIMG Traditional - $1,419,362.42

- SEMG Sustainable - $2,412,206.07
- SEMG Traditional - $2,186,456.18
Program Structure

Ohio University
Board of Trustees

OU Foundation
Investment Subcommittee

David Gaume, CFA
OU Investment Director

David Stowe, PhD, CFA
Asst. Professor, Finance

Student Equity
Management Group

Fixed Income
Management Group
### FIMG Performance (06/30/2018)

#### % Total Return

As of 06/30/2018

<table>
<thead>
<tr>
<th></th>
<th>1mo</th>
<th>3mo</th>
<th>6mo</th>
<th>9mo</th>
<th>1yr</th>
<th>3yr</th>
<th>5yr</th>
<th>10yr</th>
</tr>
</thead>
<tbody>
<tr>
<td>FIMG Traditional</td>
<td>-0.02</td>
<td>0.30</td>
<td>-0.97</td>
<td>-0.83</td>
<td>-0.25</td>
<td>2.31</td>
<td>1.52</td>
<td>2.57</td>
</tr>
<tr>
<td>FIMG Sustainable</td>
<td>-0.01</td>
<td>0.13</td>
<td>-0.97</td>
<td>-0.61</td>
<td>0.07</td>
<td>2.46</td>
<td></td>
<td></td>
</tr>
<tr>
<td>US Aggregate Index</td>
<td>-0.12</td>
<td>-0.16</td>
<td>-1.62</td>
<td>-1.23</td>
<td>-0.40</td>
<td>1.72</td>
<td>2.27</td>
<td>3.72</td>
</tr>
</tbody>
</table>

#### % Excess Return Relative to Benchmarks

As of 06/30/2018

<table>
<thead>
<tr>
<th></th>
<th>1mo</th>
<th>3mo</th>
<th>6mo</th>
<th>9mo</th>
<th>1yr</th>
<th>3yr</th>
<th>5yr</th>
<th>10yr</th>
</tr>
</thead>
<tbody>
<tr>
<td>FIMG Traditional US Aggregate Index</td>
<td>0.10</td>
<td>0.45</td>
<td>0.65</td>
<td>0.41</td>
<td>0.14</td>
<td>0.59</td>
<td>-0.76</td>
<td>-1.15</td>
</tr>
<tr>
<td>FIMG Sustainable US Aggregate Index</td>
<td>0.11</td>
<td>0.29</td>
<td>0.65</td>
<td>0.63</td>
<td>0.47</td>
<td>0.74</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
FIMG Excess Return

![Graph showing FIMG Excess Return with traditional and sustainable categories for various months from June 2013 to June 2018. The graph displays the percentage returns for each category over time.]
FIMG Portfolio Updates

• The traditional and sustainable fixed income portfolios are 10-15% below benchmark duration.
• Both fixed income portfolios outperformed their benchmark, the Bloomberg Barclays US Aggregate Index, in FY17-18.
• Rising interest rates drove outperformance because of the lower duration position.
• The FIMG is strategically shortening corporate exposure.
• The economy is currently entering a late stage business cycle.
• The group will focus on defensive corporate names and improving selection of sustainable companies in the near future.
## SEMG Performance (06/30/2018)

### % Total Return

As of 06/30/2018

<table>
<thead>
<tr>
<th>Fund</th>
<th>1mo</th>
<th>3mo</th>
<th>6mo</th>
<th>9mo</th>
<th>1yr</th>
<th>3yr</th>
<th>5yr</th>
<th>10yr</th>
</tr>
</thead>
<tbody>
<tr>
<td>SEMG Traditional</td>
<td>-0.27</td>
<td>0.61</td>
<td>3.16</td>
<td>10.88</td>
<td>15.69</td>
<td>10.98</td>
<td>11.73</td>
<td>8.10</td>
</tr>
<tr>
<td>SEMG Sustainable</td>
<td>-1.07</td>
<td>-0.79</td>
<td>1.29</td>
<td>8.39</td>
<td>15.79</td>
<td>11.06</td>
<td></td>
<td></td>
</tr>
<tr>
<td>S&amp;P 500 Index</td>
<td>0.62</td>
<td>3.43</td>
<td>2.65</td>
<td>9.47</td>
<td>14.37</td>
<td>11.93</td>
<td>13.42</td>
<td>10.17</td>
</tr>
<tr>
<td>Russell 3000 Index</td>
<td>0.65</td>
<td>3.89</td>
<td>3.22</td>
<td>9.76</td>
<td>14.78</td>
<td>11.58</td>
<td>13.29</td>
<td>10.23</td>
</tr>
<tr>
<td>iShares MSCI KLD 400 (DSI)</td>
<td>0.62</td>
<td>3.73</td>
<td>3.47</td>
<td>9.88</td>
<td>14.65</td>
<td>11.53</td>
<td>12.43</td>
<td>9.99</td>
</tr>
</tbody>
</table>

### % Excess Return Relative to Benchmarks

As of 06/30/2018

<table>
<thead>
<tr>
<th>Fund</th>
<th>1mo</th>
<th>3mo</th>
<th>6mo</th>
<th>9mo</th>
<th>1yr</th>
<th>3yr</th>
<th>5yr</th>
<th>10yr</th>
</tr>
</thead>
<tbody>
<tr>
<td>SEMG Traditional over S&amp;P 500 Index</td>
<td>-0.89</td>
<td>-2.83</td>
<td>0.51</td>
<td>1.42</td>
<td>1.32</td>
<td>-0.95</td>
<td>-1.69</td>
<td>-2.07</td>
</tr>
<tr>
<td>SEMG Sustainable over S&amp;P 500 Index</td>
<td>-1.68</td>
<td>-4.22</td>
<td>-1.36</td>
<td>-1.08</td>
<td>1.41</td>
<td>-0.87</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
SEMG Monthly Excess

-14%  -12%  -10%  -8%  -6%  -4%  -2%  0%  2%  4%  6%  8%  10%


Traditional  Sustainable  Traditional  Sustainable
SEMG Portfolio Updates

• The traditional and sustainable equity portfolios outperformed their benchmark, the S&P 500, in FY17-18.
• Strong industrial performance led gains.
• Favorable exits in January prevented losses the market experienced in February.
• Since the business cycle is maturing, the SEMG will monitor future growth opportunities carefully.
• The group is deploying cash and making investments with geopolitical risk in mind.
• Trade and foreign exchange continue to be a concern for the group.
• The focus will continue to be on strong fundamentals going forward.
Summary

• The student investment program as a whole will focus on managing risk while maintaining strategic outperformance.

• The college and the groups continue to recruit the best students in the finance department (and from other majors).

• Our collective goal is to run a professional, student-driven, investment operation that is both a competitive advantage to the students and an asset to Ohio University.
Interoffice Communication

Date: October 1, 2018

To: The President and Board of Trustees

From: Deborah J. Shaffer, Vice President Finance & Administration, CFO and Treasurer
Craig Bantz, Chief Information Officer

Re: IT Network Strategy

For the past year and a half, the IT department has been focused on analyzing our data network and applying Lean processes to develop a replacement strategy. Many parts are ~10 years old, which is exceptionally old in communications technology and we must start replacing the network now. As a result of our efforts, IT has created a plan to replace the network at a fraction of the typical expense. The upgrade strategy incorporates cost savings including:

- Extracting all value from current assets
- Reducing the overall network size
- Building internal capacity to avoid a costly consulting expenditure
- Using free or low-cost software
- Monetizing assets which are not needed or underutilized
- Reallocating funding from other related projects

More than simply creating an affordable replacement plan, the proposal replaces the traditional every ~7-year replacement cycle with a continuous upgrade methodology. A continuous approach improves the quality of service, lowers costs, and avoids the funding challenges of capital funding. In totality this upgrade program proposal results in the following outcomes:

- Creates ongoing higher level of service
- Avoids ~ $15M in one-time costs
- Is self-funded by redeployed IT savings (one reason IT was excluded from administrative cuts which would have absorbed these savings and required institutional investment now)
- Avoids assuming ~$1M a year in debt service
- Frees about $150k a year to be reinvested
- Avoids creating any new charges for revenue-generating units
Agenda

• Overview, why network
• Our network management strategy
• Scale of the OHIO network
• Future of networking broadly
• The network upgrade project
  • Cost savings strategies
  • Cost and funding
Why networks work
What's a network and why?
What's a network and why?

What: A way to interconnect people and devices
Why: Effectively shares a scarce resource
What's a network and why?

Why does OHIO run its own network?

**COST**

If we paid for everyone to have a direct connection, it would cost about $25M a year.

Running our own network to share a connection is about 1/10th that.
- Only ~10% of our networking cost is internet fees
What's our network strategy?

Utility or competitive advantage
Networking is a utility

Important, but not strategic

After we meet service expectations, cost is the driver
• Coverage
• Reliability
• Security
Longer term future of our network

We won't run it

- 5G/6G wireless and the cloud will cut out IT as the last mile
- Too soon to stop maintaining
  - 10+ years away
  - Devices must be replaced
Scale at OHIO

- 2 data centers
- 100+ homes worth of power a year
- 20 tons of backup batteries
- 54,000 network jacks
- 4,500 wireless access points
- 48,000 unique devices a day
- 1,700 miles
- 1,700 switches
- 470 rooms
- 4,500 wireless access points
What needs to happen

New equipment
• Core
• Access layer
  • Switches
  • Wireless APs
  • Battery backup

Cable work
• Reconfigure jacks
• Install new fiber

2008 project cost $16.5M
• Networking costs are actually increasing. Today would be $19.7M
  • Demand and inflation
• Project badly deferred
Making it work

Cut below the line scope

- Things that do not meaningfully impact customer experience
  - Increased material and process mgmt. with Lean methodology
  - More mgmt. overhead but lower TCO
  - Cut nearly 30% of the switches (~12,000 ports)
    - Wireless-only residence halls
    - Cut bandwidth controls and expensive mgmt. tools

Invest in above-the-line service

- Coverage, capacity and reliability
  - 1,000 additional lower cost Wireless APs
“Outsource” to Appalachia

Do it ourselves

• Very limited consulting spend
  • 3% of budget

• Dozens of local, OHIO-trained temporary staff
  • Re-cabling and deploying and recovering
  • Optimizing our devices and inventorying
  • Rebuilding our own battery packs
Don’t buy the Coke or fries

- Stretch what you already have
- Use high quality generics
- Use what’s free or you already own
- If you do not need it, monetize it
- Sweep everything you can into the project
A sustainable path

Don’t wait 10 years to upgrade

• More disruptive
• More expensive
• Hard to fund
• Worse overall service
Continuous upgrade

Different elements at different times

<table>
<thead>
<tr>
<th>Component</th>
<th>Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Security*</td>
<td>4</td>
</tr>
<tr>
<td>Wireless</td>
<td>5</td>
</tr>
<tr>
<td>Core</td>
<td>7</td>
</tr>
<tr>
<td>Wired</td>
<td>9</td>
</tr>
<tr>
<td>Battery backup</td>
<td>10</td>
</tr>
<tr>
<td>Cable</td>
<td>0</td>
</tr>
<tr>
<td>Phone*</td>
<td>0</td>
</tr>
</tbody>
</table>
## The cost

<table>
<thead>
<tr>
<th>Item</th>
<th>One-Time</th>
<th>Recurring</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wireless</td>
<td>$1,604,246</td>
<td>$466,973</td>
</tr>
<tr>
<td>Wired (Switches)</td>
<td>$1,100,241</td>
<td>$305,537</td>
</tr>
<tr>
<td>Backup Batteries</td>
<td>$112,144</td>
<td>$38,973</td>
</tr>
<tr>
<td>Core</td>
<td>$269,179</td>
<td>$200,158</td>
</tr>
<tr>
<td>Cable Rework</td>
<td>$1,453,040</td>
<td>$0</td>
</tr>
<tr>
<td>Consulting and Training</td>
<td>$210,000</td>
<td>$7,500</td>
</tr>
<tr>
<td>Contingency</td>
<td>$854,793</td>
<td>$206,639</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$5,603,643</strong></td>
<td><strong>$1,225,780</strong></td>
</tr>
</tbody>
</table>

Possible Tariff Impact + $1,400,910 $0
## Funding

<table>
<thead>
<tr>
<th></th>
<th>One-Time</th>
<th>Recurring</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cost</strong></td>
<td>$5,603,643</td>
<td>$1,225,780</td>
</tr>
<tr>
<td><strong>OIT Reserved Savings</strong></td>
<td>-$5,603,643</td>
<td>(1st year) -$1,225,780</td>
</tr>
<tr>
<td><strong>OIT Reallocated Savings</strong></td>
<td></td>
<td>-$375,000</td>
</tr>
<tr>
<td><strong>Reallocate 2009 “network upgrade” debt service</strong></td>
<td></td>
<td>-$1,024,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$0</td>
<td>-$144,219</td>
</tr>
</tbody>
</table>
Outcome

• Avoiding $15,000,000 in costs
• Self-funding strategy that includes moving to perpetual reinvestment (“preventative vs deferred”)
• Avoiding $1,000,000 a year in recurring new debt service costs
  • Not double counting
• Freeing an additional recurring $150,000 to reinvest
• Resulting in improved service quality
Questions?
Interoffice Communication

Date: October 1, 2018

To: The President and Board of Trustees

From: Deborah J. Shaffer, Vice President Finance & Administration, CFO and Treasurer
Greg Robertson, Associate Vice President Architecture, Design and Construction
Shawna Bolin, Associate Vice President University Planning

Re: Facility & Planning Projects Updates

Enclosed for your reference are the Facility and Planning Projects Reports. The 2018 Active Capital Project Schedules report has been added to the Facility & Planning Projects Updates package and shows the design and construction timeline view for major projects in progress as of the meeting date. This addition will be included in future Board updates.

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 chart of anticipated project schedules has also been included for those projects with a budget over $500,000.

A summary of active projects by phase is shown in the table below:

<table>
<thead>
<tr>
<th>Phase</th>
<th>Number of Projects</th>
<th>Budget</th>
<th>Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 - Conceptual*</td>
<td>29</td>
<td>$558,613</td>
<td>$30,324</td>
</tr>
<tr>
<td>1 - PreDesign</td>
<td>40</td>
<td>$54,056,875</td>
<td>$37,444</td>
</tr>
<tr>
<td>2 - Design</td>
<td>32</td>
<td>$133,108,479</td>
<td>$3,972,167</td>
</tr>
<tr>
<td>3 - Construction</td>
<td>38</td>
<td>$97,894,053</td>
<td>$30,576,807</td>
</tr>
<tr>
<td>4 - Closeout</td>
<td>89</td>
<td>$122,953,458</td>
<td>$107,190,225</td>
</tr>
<tr>
<td>Grand Total</td>
<td>228</td>
<td>$408,571,478</td>
<td>$141,806,967</td>
</tr>
</tbody>
</table>

*Projects in the conceptual phase often do not yet have developed budget estimates and are therefore reflected as “zero” in the attached report.
Highlights since the August Board of Trustees meeting include;

- Successful completion and opening of the Sook Academic Center which was highlighted during the first football game of the 2018 season.
- Completion of the campus mill and overlay work in cooperation with the City of Athens. This project restored portions of pavement on West Green Dr., South Green Dr., Race St., Rufus Street and Oxbow Trail.
- Completion of the CoLab within Alden Library. Ribbon cutting ceremony scheduled for October 18.
- Completion of the roof reconditioning on Tiffin Hall and significant progress on the Perkins roof.

The Planning Projects Report provides an update on University Planning’s studies and projects in process, as well as those on the horizon.
### 2018 Active Capital Project Schedules

<table>
<thead>
<tr>
<th>PROJECT TITLE</th>
<th>BUDGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>HCOM Phase I Academic Replacement Space</td>
<td>65,000,000</td>
</tr>
<tr>
<td>Clippinger Renovation Phase I</td>
<td>42,600,000</td>
</tr>
<tr>
<td>Russ Research Opportunity Center</td>
<td>30,100,000</td>
</tr>
<tr>
<td>Chilled Water Plant 3 - Utility Distribution</td>
<td>15,600,000</td>
</tr>
<tr>
<td>Chilled Water Plant 3 - Plant</td>
<td>15,250,000</td>
</tr>
<tr>
<td>Ridges 13, 14 and 18 Renovation</td>
<td>13,124,072</td>
</tr>
<tr>
<td>Ellis Hall Renovation</td>
<td>13,000,000</td>
</tr>
<tr>
<td>Bromley Infrastructure Improvements</td>
<td>7,500,000</td>
</tr>
<tr>
<td>Washington Water/Bathroom Upgrades</td>
<td>5,700,000</td>
</tr>
<tr>
<td>HCOM Utilities Phase I - EIP/HCOM</td>
<td>5,270,000</td>
</tr>
<tr>
<td>Konneker Research Ridges 25 HVAC and Boiler System Upgrade</td>
<td>5,270,000</td>
</tr>
<tr>
<td>Convocation Center 3rd Floor Residential Restrooms Renovation</td>
<td>5,000,000</td>
</tr>
<tr>
<td>Weld, Armbruster, Atkinson and Smith Demolition</td>
<td>3,000,000</td>
</tr>
<tr>
<td>OUC Academic Success Center Stevenson Renovation</td>
<td>2,908,865</td>
</tr>
<tr>
<td>Tiffin and Perkins Hall Roof Rehabilitation</td>
<td>2,800,000</td>
</tr>
<tr>
<td>PROJECT TITLE</td>
<td>BUDGET</td>
</tr>
<tr>
<td>------------------------------------------------------------------------------</td>
<td>--------------</td>
</tr>
<tr>
<td>Ridges Parking Lot, Site Improvements and BLDG 20 Demo</td>
<td>2,764,330</td>
</tr>
<tr>
<td>29 Park Place and Carriage House Renovation and ADA Improvements</td>
<td>2,300,000</td>
</tr>
<tr>
<td>Facility Site Improvements - HCOM Phase I</td>
<td>2,101,475</td>
</tr>
<tr>
<td>Gamertsfelder Bathroom Upgrades</td>
<td>2,000,000</td>
</tr>
<tr>
<td>James Hall Masonry Repairs</td>
<td>1,725,000</td>
</tr>
<tr>
<td>Campus Steam System Repairs 2019</td>
<td>1,500,000</td>
</tr>
<tr>
<td>Konneker Alumni Center ADA Addition and Renovation</td>
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Phase definitions: A project is in the Conceptual Phase until the scope, schedule, budget and funding are determined. Then PreDesign occurs until the architect/engineer is under contract. Design occurs until the contract is issued for Construction, and upon Substantial Completion the Closeout phase begins. This phase continues until the appropriate documents are archived and the project is closed financially.

Ohio University Facility Projects Status Update
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<td>Hwa Wei Lee Roof/Exterior Upgrade</td>
<td>3 - Construction</td>
<td>$420,800</td>
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<td>Grover Wellworks E129</td>
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<td>Tiffin and Perkins Hall Roof Rehabilitation</td>
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<td>PROJECT NAME</td>
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<td>Ellis Hall Renovation</td>
<td>3 - Construction X</td>
<td>$13,000,000</td>
<td>$6,308,543</td>
<td>09.12.2016 10.29.2018</td>
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<td>Campus Beautification Tree Trimming</td>
<td>3 - Construction X</td>
<td>$40,000</td>
<td>$1,541</td>
<td>08.10.2017 10.26.2018</td>
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<td>Academic Research Center and Stocker Fountain Installation and Retrofit 2018</td>
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<td>$6,000</td>
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<td>08.20.2018 10.15.2018</td>
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<td>EIP - Permanent Campus Boilers</td>
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<td>$15,000,000</td>
<td>$15,919,771</td>
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<td>Bob Wren Infield Artificial Turf</td>
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<td>$600,000</td>
<td>$12,780</td>
<td>01.17.2018 10.09.2018</td>
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<td>S1 South Court Street Office of Multicultural Student Access and Retention 2018</td>
<td>3 - Construction X</td>
<td>$67,600</td>
<td>$1,902</td>
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<td>Seigfred Fifth Floor ADA Door Electronic Conversion 2019</td>
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<td>$239,948</td>
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<td>Botanical Research Greenhouse Upgrade</td>
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<td>$308,534</td>
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<td>Co-Lab (student innovation hub)</td>
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<td>Athens Campus Roadway Mill And Overlay 2018</td>
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<td>$107,146</td>
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<td>East Green Building Based Domestic Hot Water</td>
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<td>Irvine 159 Update 2018</td>
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<td>Airpot Security Improvements</td>
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<td>$77</td>
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<td>3 - Construction X</td>
<td>$20,000</td>
<td>$1,245</td>
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<td>OUS Hanging Rock CDC Sanitary Sewer</td>
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<td>$51,700</td>
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<td>Bird Arena Netting Replacement</td>
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<td>$12,500</td>
<td>$11,043</td>
<td>01.29.2018 09.10.2018</td>
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<td>Bennett Hall Cooling Tower Structural Repair</td>
<td>4 - Closeout</td>
<td>$99,000</td>
<td>$11,985</td>
<td>04.03.2017 09.07.2018</td>
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<td>Copeland Hall Elevator Upgrade</td>
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<td>$44,969</td>
<td>$1,537</td>
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<td>Lausche Switchyard Storm Sewer Remediation</td>
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<td>$399,808</td>
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<td>Child Development Center Shed Door Repair and Termite Removal</td>
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<td>$18,620</td>
<td>$1,458</td>
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<td>$552,076</td>
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<td>Campus Steam System Repairs 2018</td>
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<td>$1,136,593</td>
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<td>Convocation Center Videoboard Installation</td>
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<td>Alden Library 7th Floor Student Study Space</td>
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<td>Treudley 040 West Green Grounds Garage Secondary Egress Pathway Installation 2018</td>
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<td>Adams Hall Waterproofing</td>
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<td>OUZ Herrold Rehab Nursing</td>
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<td>Cutler High Voltage Upgrade</td>
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<td>McCracken Surveillance Camera Installation 2018</td>
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<td>Johnson Hall Scrape and Paint Ceiling</td>
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<td>Clippinger 301 Electrical Outlets</td>
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<td>Fetters Run</td>
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<td>Copeland Hall Roof Replacement</td>
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<td>Schoonover Center Lobby Podcast Studio Addition 2018</td>
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<td>Old Heating Plant Parapet Wall</td>
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<td>OUL Herrold Hall Roof</td>
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<td>Ping Center Cardio/Weight Room Electrical Upgrades</td>
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<td>Aquatic Center Roof Repair 2018</td>
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<td>OUS Safety Security System Improvements</td>
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<td>Morton Hall 423 &amp; 415 Carpet Replacement</td>
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<td>4 University Terrace Upgrades</td>
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<td>Front Four Transformer Replacement</td>
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<td>Mill Street Round Park Reclalm</td>
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<td>Alden Library 1st Floor OU Press</td>
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<td>MacKinnon AHU Upgrade</td>
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<td>EIP - Fuel Farm Replacement</td>
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<td>Scott Quad/Botanical Research Standby Generator Replacement</td>
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<td>Glidden 1st Floor Hallway Ramp Carpet</td>
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<td>Peden Stadium Scoreboard Replacement</td>
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<td>Shively Hall Dining HVAC Upgrades</td>
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<td>Ping Center Chilled Water Connection</td>
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<td>Tiffin Hall Bathroom Upgrades</td>
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<td>Ryors Hall Rec Room Conversion</td>
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<td>Jefferson Hall Renovations</td>
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<td>Alden Library Renovation Phase I</td>
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<tr>
<td>Project Name</td>
<td>Current Status</td>
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<td>Resources</td>
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<td>College of Fine Arts Prioritization Study</td>
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<td>Summer 2018</td>
<td>Consultant</td>
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<td>Parking Master Plan</td>
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<td>Consultant</td>
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<td>Administrative Relocation Strategy</td>
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<td>2018</td>
<td>Internal</td>
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<td>ADA Transition Plan Phase I</td>
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<td>Summer 2019</td>
<td>Consultant</td>
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<td>HCOM Space Planning-Existing Facilities</td>
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<td>Fall 2018</td>
<td>Consultant</td>
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<td>HCOM Research Space Optimization Study</td>
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<td>Ridges Planning Studies</td>
<td>Emerging</td>
<td>Ongoing</td>
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<td>OUS Student Resources Commons Prioritization Study</td>
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<td>Consultant</td>
<td></td>
</tr>
<tr>
<td>Grounds Maintenance Space Study</td>
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<td>Fall 2018</td>
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<td></td>
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<td>Alumni Center Planning</td>
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<td>ADA Transition Plan Phase II</td>
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<td>Learning Spaces Master Plan</td>
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<td>TBD</td>
<td>Consultant</td>
<td></td>
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<td>Housing Development Plan (advisory to Housing team)</td>
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<td>Consultant</td>
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</tr>
<tr>
<td>Small House Planning Strategy</td>
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<td>TBD</td>
<td>Internal</td>
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<td>HCOM Phase II Planning</td>
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<td>College of Business Space Study</td>
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<td>Campus Lighting Study</td>
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<td>Baker University Center Space Study</td>
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<td>Internal</td>
<td></td>
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<td>University Libraries-Preservation Office Relocation Study</td>
<td>Future</td>
<td>TBD</td>
<td>Internal</td>
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<tr>
<td>Wayfinding and Signage Programming</td>
<td>Future</td>
<td>TBD</td>
<td>Consultant</td>
<td></td>
</tr>
</tbody>
</table>
Interoffice Communication

Date: October 1, 2018

To: The President and Board of Trustees

From: Deborah J. Shaffer, Vice President Finance & Administration, CFO and Treasurer
       Robin R. Schaffer, Director, Treasury Management

Re: Treasury & Debt Update

Series 2014 (“Century Bonds”) Supplement to Certificate of Award:
Based on discussions with Dinsmore & Shohl, the University’s regular, outside bond counsel, a technical clarification has been made to the Series 2014 Bonds (also referred to as the “Century Bonds”) to make it clear that investment earnings on the proceeds of the Century Bonds can be used for debt service on the Century Bonds. This clarification is consistent with the Board approved “Ohio University 2014 Century Bond Guiding Principles.” This clarifying change was accomplished by signing the First Supplement to Certificate of Award. A copy is included. Dinsmore & Shohl reviewed the Century Bonds and prepared the First Supplement to Certificate of Award for purposes of making the clarification. The resolution of the Board of Trustees that originally authorized the Century Bonds, Resolution 2014-3427 adopted at the August 2014 meeting, permits this type of clarification and contemplates the VP of Finance and Administration executing “supplements” to the original certificate of award for those Century Bonds.

Treasury and Debt Advisory Committee:
The Treasury and Debt Advisory Committee (“TDAC”) will meet on November 8, 2018. The meeting materials will be provided for the January 2019 Board meeting.
FIRST SUPPLEMENT TO SERIES 2014 CERTIFICATE OF AWARD

Re:  $250,000,000 The Ohio University General Receipts Bonds, Series 2014 (Federally Taxable)

The undersigned, Fiscal Officer of The Ohio University (the “University”), as authorized by Resolution No. 2014-3427 duly adopted by the Board of Trustees of the University on August 29, 2014 (the “Series 2014 Resolution”) providing for the authorization, issuance and sale of the above-captioned bonds (the “Series 2014 Bonds”), hereby makes the following determinations in this First Supplement to Series 2014 Certificate of Award (the “First Supplement to Certificate of Award”) with respect to the Series 2014 Bonds. The purpose of this First Supplement to Certificate of Award is to clarify and supplement the matters set forth in the Series 2014 Certificate of Award dated November 6, 2014 (the “Original Certificate of Award”) relating to the Series 2014 Bonds and authorized by the Series 2014 Resolution:

Section 1. Definitions. Capitalized terms used in this First Supplement to Certificate of Award but not otherwise defined herein shall have the meanings assigned to them in the Original Certificate of Award, the Series 2014 Resolution or the Thirteenth Supplemental Trust Agreement (as defined in the Original Certificate of Award).

Section 2. Supplemental Determinations by Fiscal Officer.

(a) Pursuant to Section 8 of the Series 2014 Resolution, interest and net investment earnings on moneys in the Series 2014 Projects Account (the “Investment Earnings”) may be transferred to the Debt Service Account of the Debt Service Fund for the Series 2014 Bonds and used to pay capitalized interest on the Series 2014 Bonds to and including December 1, 2014.

(b) The Fiscal Officer is hereby authorized to transfer Investment Earnings as described in paragraph (a) above at such times and in such amounts as the Fiscal Officer may determine.

Section 3. Original Certificate of Award. To the extent not expressly supplemented by the terms of this First Supplement to Certificate of Award, the provisions of the Original Certificate of Award remain in full force and effect. The Original Certificate of Award and this First Supplement to Certificate of Award, read together, constitute the “Series 2014 Certificate of Award” referred to in the Series 2014 Resolution.

The matters set forth in this First Supplement to Series 2014 Certificate of Award are hereby determined to be consistent with the Series 2014 Resolution and the Trust Agreement.

[The remainder of this page is intentionally left blank; the signature page follows]
IN WITNESS WHEREOF, I have hereunto set my hand as of Oct 1, 2018.

THE OHIO UNIVERSITY

Deborah Shaffer, Vice President for
Finance and Administration, Chief Financial
Officer and Treasurer

[Signature Page to First Supplement to Series 2014 Certificate of Award]
Audit and Risk Management Committee Meeting
Internal Audit will present an update on office activities at the October 18, 2018 Audit and Risk Management Committee meeting. The status of the FY19 audit plan and a recent Ohio Bureau of Workers’ Compensation audit will be discussed. Mr. Erik Hildebrand, Associate Athletic Director of Compliance & Student Services will present on intercollegiate compliance.

The University’s external auditor, Plante Moran, will discuss the completed FY18 external audit.

I will be pleased to answer any questions.
Agenda

- Ohio University Audit Team Leaders
- Required Communications
- Summary of Audit Differences
- New Pronouncements
- Appendix – Definitions
# Audit Team

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Phone</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Keith Martinez</td>
<td>Partner</td>
<td>614.222.9086</td>
<td><a href="mailto:Keith.Martinez@plantemoran.com">Keith.Martinez@plantemoran.com</a></td>
</tr>
<tr>
<td>Robert Shenton</td>
<td>Partner</td>
<td>614.222.9064</td>
<td><a href="mailto:Robert.Shenton@plantemoran.com">Robert.Shenton@plantemoran.com</a></td>
</tr>
<tr>
<td>Danny Sklenicka</td>
<td>Manager</td>
<td>614.222.9133</td>
<td><a href="mailto:Danny.Sklenicka@plantemoran.com">Danny.Sklenicka@plantemoran.com</a></td>
</tr>
</tbody>
</table>
• **Plante Moran Reports**
  • Opinion on FY 2018 financial statements.
  • Foundation presented as a component unit.
  • Issuing an “unmodified opinion” on the financial statements.
  • Our second report addresses internal control over financial reporting and compliance and other matters as required by *Generally Accepted Governmental Auditing Standards* (GAGAS).

• **Plante Moran Responsibilities under GAAS and GAGAS**
  • To gain a basic understanding of the internal controls, policies and procedures in order to design an effective and efficient audit approach, not for the purpose of providing assurance on the internal control structure.
  • To test compliance with certain provisions of laws, regulations, contracts, and grants that have a direct and material effect.
  • To gain an understanding of internal control over financial reporting.
  • To express an opinion on the University’s financial statements.
  • To provide reasonable, not absolute, assurance of detecting material misstatements.
Required Communications (continued)

• **Significant Accounting Policies**
  - The significant accounting policies used by Ohio University are described in the notes, specifically footnote 1, to the financial statements.
  - The adoption of GASB Statement No. 75, *Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions*, is considered a change in accounting policy and is described in footnote 1.
Required Communications (continued)

• **Management Judgments and Accounting Estimates**
  • We are required to report to you amounts in the financial statements that are subject to management’s judgment in what is recorded as well as items, that by their nature, are significant accounting estimates.

  • Significant estimates made by management include:
    • The fair value of alternative investments (hedge funds, limited partnerships, etc.), footnote 2.
    • The allowance for doubtful accounts receivables, footnote 3.
    • The allowance for doubtful student loan notes receivable, footnote 4.
    • Net pension/OPEB liability for STRS and OPERS, footnote 11.
    • Accrued self-insurance liabilities including healthcare and dental, footnote 12.
    • Liability for pollution remediation, footnote 15.

• **Significant Auditing Adjustments**
  • Management has taken responsibility for passed adjustments as immaterial to the overall financial statements both individually and in the aggregate. We have concurred. Details of passed adjustments are presented on page 10.
• **Quality of Accounting Policies**
  • Ohio University’s accounting policies are consistent in their application and the information presented in the financial statements and related disclosures is complete and presented clearly.

• **Disagreements with Management**
  • There were no disagreements with Management on financial accounting and reporting matters.

• **Consultation with Other Accountants**
  • To the best of our knowledge, Management has had no consultations with other independent accountants regarding accounting or auditing matters or alternative presentations.

• **Discussion Prior to Retention**
  • All discussions with Management occurred in the normal course of our professional relationship and the responses were not a condition of our retention. This is our 11th year as Ohio University’s auditors.

• **Management Cooperation**
  • Management cooperated with us and provided us with complete access to the books and records of Ohio University.
Required Communications (continued)

- **Communications with Management**
  - There were no communications with Management other than our engagement letter and Management’s representation letter to us. In the course of our audit, the University’s Internal Counsel provided us a schedule of current litigation and similar matters of a significant nature for our review.

- **Significant Additions to Management’s Representations**
  - There were no significant additions to management’s representations.

- **Independence**
  - The Plante Moran audit team was independent of Ohio University throughout the year in the performance of the audits.

- **Internal Audit**
  - We have received and have reviewed the reports issued throughout fiscal year 2018.
  - As part of the external audit, Internal Audit staff are completing a portion of the NCAA agreed-upon procedures.
• **Other Services**
  - Plante Moran completed audits for:
    - Federal Awards (single audit)
      - Tested student financial assistance cluster
    - The Ohio University Foundation
    - Inn-Ohio of Athens, Inc.
    - Russ Research Center LLC
    - WOUB
    - NCAA Agreed-upon Procedures
    - Review of income tax entries, preparation of income tax returns and maintenance of tax and AMT depreciation schedules for Inn-Ohio of Athens, Inc.

• **Related Party Transactions**
  - Related organizations include The Ohio University Foundation and its subsidiaries, as well as the component units described in Note 1.
## Summary of Audit Differences

**Client:** Ohio University  
**Y/E:** 6/30/2018

### SUMMARY OF UNRECORDED POSSIBLE ADJUSTMENTS

The effect of misstatements and classification errors identified would be to increase (decrease) the reported amounts in the financial statement categories identified below:

<table>
<thead>
<tr>
<th>Ref. #</th>
<th>Description of Misstatement</th>
<th>Long-term Assets</th>
<th>Current Liabilities</th>
<th>Long-term Liabilities</th>
<th>Net Position</th>
<th>Revenue</th>
<th>Expenses</th>
<th>Impact to Net Position</th>
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New Pronouncements

Current Year’s Impact – Reporting Changes

- GASB 75 – Financial Reporting for Postemployment Benefit Plans Other Than Pensions
  - Effective with the fiscal year ending June 30, 2018
  - Addresses reporting by governments that provide postemployment benefits other than pensions (OPEB) to their employees
  - Requires the recognition on the face of the financial statements the proportionate share of the net OPEB liability related to the STRS and OPERS plans
Future Years’ Impact – Reporting Changes

- 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 with 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
Future Years’ Impact – Reporting Changes (continued)

- GASB 87 – Leases
  - Effective with 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 clarifies which liabilities governments should include in their note disclosures related to debt
  - All type of debt will require disclosure of additional essential debt-related information for all types including amounts of unused lines of credit and assets pledged as collateral.
Appendix - Definitions

• **Control Deficiency**
  - A deficiency in internal control 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. Control 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 a 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 corrected on a timely basis.

• **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.

• **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.
  - “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.

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

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

• **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.

• **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. For the University, the opinion is unmodified, which is the best opinion to have from an auditor.

• **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 and such.

• **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.
Appendix - Definitions

- **Factual Adjustments**
  - These are specific misstatements identified during the audit arising from omission of disclosures and the incorrect selection or misapplication of accounting principles or misstatements of facts identified.

- **Judgmental Adjustments**
  - These are estimate adjustments based on miscellaneous differences between detail information and the general ledger, differences related to accounting estimates, and/or selection or application of accounting policies that we consider inappropriate.

- **Component Unit (GASB)**
  - Component units are legally separate organizations for which the elected officials of the University are financially accountable. In addition, component units can be other organizations for which the nature and significance of their relationship with the University are such that exclusion would cause the University’s financial statements to be misleading or incomplete.

- **Group Audit**
  - The audit of Group financial statements, where the group represents all the components whose financial information is included in the Group financial statements.

- **Component (AICPA)**
  - An entity or business activity for which Group or component management prepares financial information that is required by the applicable financial reporting framework to be included in the Group financial statements.
Appendix- Definitions

- **Allowance**
  - An estimate determined by management, for instance, of the amount of receivables at June 30 not expected to be received.

- **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.

- **Uniform Prudent Management of Institutional Funds Act (UPMIFA)**
  - UPMIFA provides guidance and authority to charitable organizations concerning the management and investment of funds held by those organizations and imposes additional duties on those who manage and invest charitable funds. The objective is these duties will provide additional protections for charities and also protect the interests of donors who want to see their contributions used wisely.

- **Statement on Auditing Standards AU 265 – Communicating Internal Control-Related Matters Identified in an Audit**
  - Establishes requirements and provides guidance on communicating matters related to the Foundation’s internal control over financial reporting identified during the audit of the financial statements. Depending on the severity of the issue, the internal control matter can be classified as a control deficiency, a significant deficiency or a material weakness. The definitions of these items per AU 265 are included on page 13.

- **Statement on Auditing Standards AU 260 – The Auditor’s Communication with Those Charged with Governance**
  - Requires two-way communications with those charged with governance (The Ohio University Audit Committee) before and after the audit.
  - Defines primary subjects required to be communicated.
Thank you

We appreciate the opportunity to serve Ohio University.
October 18, 2018

Audit and Risk Management Committee

Chief Audit Executive Report

Tab xx and xx
Audit Plan Status Update
# Audit and Risk Management Committee

## FY19 Audit Plan Status:

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<thead>
<tr>
<th>Audit</th>
<th>Auditor</th>
<th>Status</th>
<th>Report Date</th>
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</thead>
<tbody>
<tr>
<td>External Audit Support – NCAA Agreed Upon Procedures</td>
<td>Bevan, Boyle</td>
<td>In Progress</td>
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</tr>
<tr>
<td>Research</td>
<td>Tong, Bevan, Ennis, Boyle</td>
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<td>IT General Controls</td>
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<td>Patton College of Education</td>
<td>Bevan, Tong, Boyle</td>
<td>Planned</td>
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<td>Scripps College of Communication</td>
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<td>Continuous Auditing/Monitoring</td>
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# Audit and Risk Management Committee

FY18 Audits Completed in FY19:

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<thead>
<tr>
<th>Audit</th>
<th>Auditor</th>
<th>Status</th>
<th>Report Date</th>
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</thead>
<tbody>
<tr>
<td>College of Arts and Sciences</td>
<td>Ennis, Bevan, Tong</td>
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<tr>
<td>University Advancement</td>
<td>Ennis, Tong, Bevan</td>
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<tr>
<td>Campus Involvement Center</td>
<td>Tong, Bevan</td>
<td>Completed</td>
<td></td>
</tr>
</tbody>
</table>
External Audit Resolution
BE IT RESOLVED that the recommendation of the Audit and Risk Management Committee on October 18, 2018, to accept the annual financial statements and footnotes as presented by management of the University, Foundation, and subsidiaries including Plante Moran’s audit opinions and reports thereon as of and for the year ended June 30, 2018, be approved.
Workers’ Compensation Update

Recent Self-Insurance Compliance Audit
Workers’ Compensation Update

BWC Self-Insurance Audit:

As was reported at the January, 2018 committee meeting, Ohio University is self-insured for workers’ compensation claims:

- A requirement of being self-insured is regular audits by the Bureau of Workers’ Compensation (BWC)
- BWC audits to ensure compliance with all program requirements
Workers’ Compensation Update

BWC Claims Compliance Audit:

• BWC performed a compliance review on 8/23/18 for the period 4/1/16 – 6/30/18
• 10 of 35 available claims were audited
• BWC identified no negative trends in the accuracy and timeliness of compensation payments.
• Ohio was found to be complying with the self-insurance requirements
Workers’ Compensation Update

BWC Claims Compliance Audit:

• The BWC report also stated:
  – “We have determined that you show a clear interest in the welfare of your injured workers.”
  – “It appears you have effective controls in place to ensure compliance with statutory obligations.”
Audit and Risk Management Committee

Conclusion

• Questions?
BE IT RESOLVED that the recommendation of the Audit and Risk Management Committee on October 18, 2018, to accept the annual financial statements and footnotes as presented by management of the University, Foundation, and subsidiaries including Plante Moran’s audit opinions and reports thereon as of and for the year ended June 30, 2018, be approved.
The mission of the Ohio University Compliance Office is to function within the scope of the University to coordinate, monitor and verify compliance with all National Collegiate Athletic Association (NCAA), Mid-American Conference (MAC) and University rules, regulations and policies.
Responsibility

• Promote Institutional Control Consistent with the NCAA, MAC and Ohio University

• Implement, Educate and Monitor Student-Athletes, Coaches, Boosters, Faculty and Staff regarding NCAA, Mid-American Conference and Ohio University Bylaws and Policies
Compliance Staff

Erik Hildebrand
• Associate Athletic Director for Compliance & Student-Athlete Services
• 12 years of professional experience
• Began at OHIO University in 2011

Grace Falkenbach
• Director of Compliance
• 3 years of professional experience
• Began at OHIO University in 2017

2 Graduate Assistants in the Master of Sport Administration
• Current Graduate Students
• Work 20 hours a week each
Organizational Structure

- Assoc. AD for Compliance has a dual reporting line
- Reports Directly to Deputy Athletic Director/SWA, Amy Dean
- Outside Report to General Counsel, John Biancamano & Barb Nalazek
- Assoc. AD is a Member of ICA Senior Staff
- Assoc. AD is a Member of IAC Committee
Staff Development

- Attend NCAA Regional Rules Seminar Annually
- Attend National Association for Athletic Compliance (NAAC) Seminar Annually
- Attend Annual Mid-American Conference Compliance Meetings
Athletic Department

- 16 Sports
- 400+ Student-Athletes
- 300+ Student-Athletes on Athletic Aid
- 43 Head & Assistant Coaches
- 40+ Administrative Staff
JumpForward Software

- Compliance software that has created a paperless office
- Stores nearly all compliance documents on a web based system
- Student-Athlete profiles, Recruiting Logs, Practice Logs, Compliance Docs
- Financial Aid Calculations
- Reporting Capabilities
Coaches Meetings

• Monthly, August-May
• Review Institutional Policies & Procedures
• Review NCAA & MAC bylaws
• Discuss Recent Rules Interpretations and Hot Topics
• Update NCAA Legislation Cycle
Education

• Monthly Coaches Meeting, All Sports
• Monthly Newsletter, Student-Athlete and Coaches
• Administer Coaches Annual Recruiting Exam
• Individual Coaches Meeting, As Needed, Particularly with New Legislation
• Semester Meetings with Student-Athletes
• Ohiobobcats.com, Compliance Portion
• Twitter @OhioCompliance
Violation Structure

• Infractions Program consists of three violation classifications:
  • Level I - Severe Breach of Conduct (19.1.1)
  • Level II – Significant Breach of Conduct (19.1.2)
  • Level III – Breach of Conduct (19.1.3)
Violation Summary

• 3,519 Level 3 Violations Across Division I in 2017
• OHIO had 10 Level 3 Violation in 2017
• OHIO Averages 6 Level 3 violations a year since 2013
• Bylaw 13, Recruiting and Bylaw 16, Awards & Benefits Most Frequent
Challenges and Risks

• New Time Demands Legislation
• New guidelines create more transparency for student-athletes
• Coaches must send out weekly schedule, no changes outside of 24 hours
• Semester plan must be submitted prior to start of season
• New guidelines create more opportunity for violations
• More activity to monitor
• Governed by the MAC Office not NCAA
Recent Changes

• Transfer Policy
• Notification of transfer to coaches rather than permission to contact
• Schools can no longer block student-athletes from transferring
• Upon notification schools have 2 business days to submit info
• New policy does not impact National Letter of Intent parameters
• Schools may still deny immediate eligibility in applicable sports
Contact Information

Erik Hildebrand
740.593.0987
hildebre@ohio.edu
133 Sook Academic Center
Governance and Compensation Committee Meeting
Interoffice Communication

Date: October 1, 2018

To: The President and Board of Trustees

From: Deborah J. Shaffer, Vice President Finance & Administration, CFO and Treasurer
       Colleen Bendl, Chief Human Resources Officer

Re: Collective Bargaining

The attached presentation was prepared to inform the Board of Trustees about the various collective bargaining units within Ohio University. Information regarding contract terms negotiated wage increases, effective dates and membership numbers is also included. One item of particular note is the new contract between Ohio University and the Fraternal Order of Police (FOP) Ohio Labor Council (Lieutenants). The Ohio University police lieutenants were not previously covered by collective bargaining however; received said recognition in accordance with the procedure outlined in the Ohio Revised Code in December of 2016.

The Board of Trustees delegated authority to the Vice President for Finance and Administration for signing all documents that involve labor contracts, including matters involving collective bargaining staff. In light of this delegation of authority, this information is being provided to keep the board informed on matters related to collective bargaining at the University. No additional action is required.
October 18, 2018

Collective Bargaining

Tab #; pg
Collective Bargaining at Ohio University

• **American Federation of State, County and Municipal Employees (AFSCME)**
  • 585 employees within unit
  • Employees within the unit located on Athens, Zanesville, Lancaster and Chillicothe campuses
  • Unit includes positions such as custodians, food service, maintenance and operation, parking, transportation, garage, logistics (mail, surplus, moving, printing, lab animal resources, airport, interior services)
Collective Bargaining at Ohio University

- **Fraternal Order of Police—Lieutenants (FOP)**
  - 4 employees in unit
  - All employees within the unit located on Athens campus
  - Law Enforcement Officers with Supervisory responsibilities
Collective Bargaining at Ohio University

- **Fraternal Order of Police—Patrol Officers (FOP)**
  - 24 employees in unit
  - All employees within the unit employed and located on Athens campus
  - Law Enforcement Patrol Officers
Current Collective Bargaining Agreements

Key Provisions

- **Ohio University and AFSCME Local 1699, Ohio Council 8**
  - Executed: 06/29/2017
  - Term: March 1, 2017 to March 1, 2020
  - Wage increases: FY’18 - 0%, FY’19 - 1.0%, FY’20 - 1.5%
    - Compared to 2017 Statewide Public Sector Average of 2.2%
    - Contains “me too” clause to ensure they receive at least the same wage increase as classified non-bargaining unit employees
  - Increased employee contribution to healthcare premium cost by 56.1%
Current Collective Bargaining Agreements

Key Provisions

- **Ohio University and FOP, Ohio Labor Council (Lieutenants)**
  - Executed: 04/11/2018
  - Term: April 1, 2018 to June 30, 2019
  - New unit to Ohio University; First contract between parties
  - Wages based on Officers contract; automatic spread between officers and lieutenants
  - Pay same rate for insurance as classified, administrative and faculty employees
Current Collective Bargaining Agreements

Key Provisions

- **Ohio University and FOP, Ohio Labor Council (Patrol Officers)**
  - Mutual agreement in place 07/26/2018; final documents in drafting phase
  - Term: July 1, 2018 to July 1, 2021
  - Wage increases: FY’19 - 1.5%, FY’20 - 1.5%, FY’21 - 1.5%
    - Added pay for performance provisions
    - Pay same rate for insurance as classified, administrative and faculty employees
    - Contains “me too” clause to ensure they receive at least the same wage increase as classified non-bargaining unit employees
  - Drug testing provisions removed from contract and converted to work rules
  - Removed ability to grieve work rules