

OHIO
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Board of Trustees

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

Board Meeting Minutes

October 8, 9, 2020

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**Ohio University Board of Trustees
Meeting of the Board of Trustees
Thursday, October 8, 2020
Virtual Meeting/Retreat - Online**

Chair Janelle Coleman called the June Meeting of the Ohio University Board of Trustees to order at 8:04am.

Roll Call

Board Secretary David Moore called roll.

Present: Chair Janelle Coleman; Vice Chair Cooper, Trustees Steve Casciani, Matthew Evans, David Scholl, Eileen Sheil, Diane Smullen, Peggy Viehweger; National Trustee Anna Harvey and Eilenn Sheil; Alumni Representative Jeff Laturrell; Student Trustees Ellen Gill and Justin Kelley; President Duane Nellis, and Board Secretary David Moore.

Absent: Trustee Lorrie Platt

Report from Chair

Chair Coleman welcomed everyone and congratulated everyone for a successful online Homecoming week.

Approval of Agenda

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

Approval of Minutes

Chair Coleman asked to approve the minutes of the August 2020 meeting of the Board of Trustees; Trustee Evans moved to approve the minutes; Trustee Cooper seconded; Chair Coleman called for a vote; with all in favor, the minutes were approved.

Chair Coleman reviewed the agenda for the day.

Executive Session

Chair Coleman stated that the Board needed to move into Executive Session for the purpose of discussing compensation of public employees; to discuss with our legal counsel pending or imminent court action; and to discuss collective bargaining matters. Trustee Smullen moved the committee; Trustee Casciani seconded the motion; Chair Coleman asked for a roll call vote; Secretary Moore called the roll; The motion passed unanimously at 8:05am. Chair Coleman announced that the Board moved into Executive Session and that the public video stream will resume upon moving out of Executive Session.

At 9:48am Chair Coleman called for a motion to exit Executive Session. Trustee Scholl moved; the committee Trustee Evans seconded the motion; Chair Coleman asked for a roll call vote; Secretary Moore called the roll; the motion passed unanimously. The public video stream resumed.

Chair Coleman welcomed everyone back and stated that the Board would proceed to the subcommittees and for expediency the Board would vote on resolutions immediately following the conclusion of each subcommittee.

Chair Coleman asked Trustee Evans to conduct the Governance and Compensation Committee.

Governance and Compensation Committee Thursday, October 8, 2020

Present were the members of the Committee, Chair Evans; Trustees Scholl, Sheil and Viehweger; Student Trustee Gill-Franks;. Also present were Board Chair Coleman; Trustees Casciani, Cooper, Smullen, Kelley; Harvey, Laturell; President Nellis; Executive Vice President and Provost Sayers; Secretary to the Board Moore; Senior Vice President for Finance and Administration and Treasurer to the Board Shaffer; and General Counsel Bennett.

Committee Chair Evans called the meeting together at 9:53am. Trustee Evans reminded the Board that the members of the Governance and Compensation Committee are Trustees Casciani, Gill, Platt, Scholl, Sheil, Viehweger, and himself.

“Each year the state requires the Board to have Ethics Training. I’d like to invite our General Counsel, Stacey Bennett to lead is in the training.

General Counsel presented ethics rules and expectations of the Board.

Trustee Evans concluded the meeting at 10:16 a.m.

Chair Coleman thanked the Committee and call for a brief break upon return Chair Coleman asked Committee Chair Viehweger to conduct the Academics and Student Success Committee.

Academics and Student Success Committee

Thursday, October 8, 2020

Committee Chair Viehweger called the meeting to order at .m. 10:30am

Present:

Committee members: Trustees Viehweger, Cooper, Harvey, Gill-Franks, Laturell, and Scholl

Other members: Trustees Coleman, Casciani, Sheil, Smullen, Evans, and Kelley.

Also in attendance: Treasurer Deborah Shaffer, and Secretary David Moore, President M. Duane Nellis and Executive Vice President and Provost Elizabeth Sayrs, and Faculty Senate representative Dr. Ben Bates.

Academic Quality (Tab 9; pg 166 of the October 2020 agenda)

CHSP Spotlight: Community Engagement Investments:

Dean of the College of Health Sciences and Professions Randy Leite presented information about the college's community engagement initiatives, as well as their impact and models for collaboration. Rick Hodges, Tracy Plouck and Rebecca Miller provided additional information on the Healthcare Alliance, state and community partners, school-based health collaboration, utilized resources, mental health and addiction services, grant opportunities, workforce development, community substance abuse prevention programs, and age-friendly initiatives.

Chairman Viehweger thanked the group for their presentation. She commended their cohesive strategy. Trustee Evans thanked Dean Leite for the college's community outreach. Trustee Coleman emphasized the importance of student engagement and thanked Dean Leite for the college efforts. She asked about the origin of the aging programs and how the college intends to promote the efforts. Dean Leite provided an explanation about the degree program focus and added that community partners will be asked to assist with promotion. Trustee Scholl thanked Dean Leite for the positive college culture he has cultivated. He asked about the business and community partnerships and their affiliation with OHIO. Dean Leite stated there were no legal

affiliations with the partners. Trustee Harvey thanked Dean Leite for the collaborative model that could be implemented across the university. Dean Leite recognized the hard work and dedication of his team. Trustee Cooper asked for information on online programs. Dean Leite provided a history and future growth plans for the college online education.

Academic Initiatives and Instruction Innovation:

Strategic Framework: Amplify Research and Creative Activity (Tab 10; pg 190 of the October 2020 agenda):

Chief Strategy and Innovation Officer Brad Cohen provided a presentation on the strategic framework related to research. Vice President for Research and Creative Activity and Dean of the Graduate College Joe Shields shared highlights about OHIO's current and future research endeavors, scholarly activity, faculty and student experiential learning, corporate and community partnerships, workshops, COVID-19 safety practices for research, and next steps for OHIO research support.

Chairman Viehweger asked for questions or comments. Trustee Cooper asked if there was opportunity for research collaboration with the Voinovich School and Dr. Shields confirmed.

COVID-19 Public Dashboard (Tab 11; pg 207 of the October 2020 agenda):

Associate Provost for Institutional Research and Effectiveness Loralyn Taylor and Special Assistant to the President for Public Health Operations Gillian Ice provided a brief overview of the dashboard. Dr. Ice gave an update on OHIO COVID-19 health practices and procedures. She explained the need and use of the dashboard for leadership decisions.

Chairman Viehweger asked for data on time for test results. Dr. Ice responded with data on testing products, time-period for results, and asymptomatic testing. Trustee Scholl asked about recovery rates, and Dr. Ice responded recovery is within two weeks. Trustee Coleman asked for additional information on on-campus student positive test results. The group discussed potential for increase/decrease in positive cases. Trustee Cooper asked if students are required to report for testing and provide results, and Dr. Ice confirmed. Trustee Evans asked about hospitalization rates and changes to these data. Dr. Ice provided detail on hospitalization rates for Athens County. The group discussed factors that could influence future decisions for OHIO. Trustee Evans asked if a total number of students on-campus and off-campus, and Dr. Ice responded that it is difficult to determine but estimated around

seven to ten thousand students. Trustee Coleman asked about daily positive test result reports, and Dr. Ice gave an explanation. Trustee Cooper asked for more information on the quarantine/isolation process and plans for improving the process. Dr. Ice clarified the Health Department is working to improve practice and staffing for contact tracing. Trustee Evans asked if information at peer institutions and their community impact has been reviewed. Dr. Ice stated that she could investigate available information. Trustee Evans asked for details the OHIO COVID-19 process and reporting. Dr. Ice provided the timeline and process.

Accreditation Update – HLC Criterion 5 (Tab 12; pg 210 of the October 2020 agenda)

Associate Provost for Institutional Research and Effectiveness Lorilyn Taylor provided documents in advance to the Board of Trustees. Dr. Taylor stated that core component A is a new component for accreditation.

Chairman Viehweger emphasized that core component A would need to be implemented within the board meetings.

Standing Reports and Updates:

Community Standards and Student Responsibility Update (Tab 13; pg 224 of the October 2020 agenda):

Director of Community Standards and Student Responsibility Taylor Tackett provided an overview of the community standards process, conduct trends, and COVID-19 case capacity.

Chairman Viehweger asked about practices to deter large on-campus and off-campus gatherings. Mr. Tackett explained proactive efforts to deter group activities. Trustee Evans asked about jurisdiction to manage student activities, and Mr. Tackett confirmed their office did have authority. Trustee Gill-Franks asked for the procedure for student infraction of COVID-19 review procedures. Mr. Tackett explained violations, decisions, the appeal process and fees and fines.

Enrollment Update – Fall 2020 (Tab 14; pg 237 of the October 2020 agenda)

Interim Vice Provost of Enrollment Management Candice Boeninger provided a presentation on fall enrollment which included scenarios modeled by the Strategic Executive Enrollment Committee, landscape data (national and state), initiatives impacting fall 2020 enrollment, COVID-19 response initiatives, total university enrollments, fall census, including Athens first year

students, graduation rates, regional campus enrollment, undergraduate online programs, Athens graduate enrollments, HCOM enrollments, and a change analysis. She reviewed the continuing enrollment initiatives, the OHIO Guarantee plus graduation program, and the marketing campaign.

Chairman Viehweger inquired about the scholarship funds distribution, and Ms. Boeninger explained the student groups that received scholarships. The group discussed the funds spent and increase to enrollment. Trustee Cooper asked for an explanation of the term leveraging scholarships. Ms. Boeninger explained the scholarship plan. Trustee Evans asked about the marketing campaign and the timeline for release, and Ms. Boeninger responded that some materials have been distributed and additional new materials will be sent very soon.

Consent Agenda & Program Items:

Consent Review of Centers and Institutes (Tab 15; pg 238 of the October 2020 agenda):

Consent Emeriti (Tab 16; pg 265 of the October 2020 agenda)

Consent Name Change Voinovich School (Tab 17; pg 267 of the October 2020 agenda)

Consent Program Review – Education Studies (Tab 18; pg 272 of the October 2020 agenda)

Chairman Viehweger asked if there were remaining questions related to the consent resolutions and, hearing none, asked for a motion to approve. Trustee Scholl moved, and Trustee Cooper seconded, all the trustees approved the motion. The consent resolutions were carried forward to the Board of Trustees for consideration.

Consent Agenda:

Trustee Coleman reviewed the list of voting members and the consent agenda items. Trustee Coleman asked if there were remaining questions related to the consent resolutions and, hearing none, asked for a motion to approve the consent agenda resolutions. Trustee Evans moved, Trustee Casciani seconded, all the trustees approved the motion.

There being no further business, Trustee Viehweger adjourned the meeting at 1:08 p.m.

Chair Coleman thanked the Committee.

Chair Coleman stated, “The Academics Committee is the only Committee that has Consent Agenda Items this meeting so let’s go ahead and vote on those. The Board has the Consent Agenda before us for a vote. As a reminder only the following Trustees cast votes (Casciani, Cooper, Evans Platt, Scholl, Smullen, Viehweger, and myself).”

Items on the Consent agenda are:

Tab 15 (October 2020 Agenda): CONSENT AGENDA RESOLUTION
Reviews of Centers & Institutes

Tab 16 (October 2020 Agenda):: CONSENT AGENDA RESOLUTION
Emeriti

Tab 17 (October 2020 Agenda):: CONSENT AGENDA RESOLUTION
Name Change Voinovich School

Tab 18 (October 2020 Agenda):: CONSENT AGENDA RESOLUTION
Program Reviews – Educational Studies

Chair Coleman called for a motion to approved the Consent Agenda Resolutions; Trustee Evans moved the committee; Trustee Casciani provided a second; Chair Coleman called for a vote; the motion passed unanimously.

REVIEW OF CENTERS AND INSTITUTES

RESOLUTION 2020 – 3873

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 2019-2020 Review of Centers and Institutes, which recommends continuation of three (3) centers/institutes, a one-year extension for one (1) institute, shifting of one (1) institute to the Academic Review, and the discontinuation of one (1) center as follows:

Unit	Center/Institute	Recommendation
A&S	Astrophysical Institute	Continue
EDU	The Edward Stevens Center for the Study and Development of Literacy and Language	Continue
EDU	Center for Clinical Practice in Education	Continue
COMM	Institute for International Journalism	1-year Extension
A&S	African American Research and Service Institute	Move to Academic Review
EDU	Center for Higher Education	Discontinuation

FACULTY AND ADMINISTRATIVE EMERITI AWARDS

RESOLUTION 2020 – 3874

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

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

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

Name	Unit	Years Svc.	Title
James A. Andrews	College of Arts and Sciences	32	Associate Professor Emeritus of Classics
Peter A. Bell	Heritage College of Osteopathic Medicine	23	Assistant Dean Emeritus
Lorna Jean Edmonds	College of Health Sciences and Professions	7	Professor Emerita of Global Health
Marcia J. Nighswander	Scripps College of Communication	25	Professor Emerita of Visual Communication

COLLEGE NAME CHANGE
VOINOVICH SCHOOL OF LEADERSHIP AND PUBLIC AFFAIRS

RESOLUTION 2020 – 3875

WHEREAS, the George V. Voinovich School of Leadership and Public Affairs has been focused on its growing reputation for state and regional public service through its work with government, nonprofit and business partnerships and professional education and leadership, and

WHEREAS, the Advisory Board of the college has unanimously recommended the renaming of the college.

NOW THEREFORE, BE IT RESOLVED that the Ohio University Board of Trustees approves the George V. Voinovich School of Leadership and Public Affairs be renamed the George V. Voinovich School of Leadership and Public Service effective July 1, 2021.

MAJOR, DEGREE, AND COLLEGE PROGRAM REVIEWS

RESOLUTION 2020 – 3876

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

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

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

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

Patton College of Education

- Educational Studies

Chair Coleman stated that the Board's activity for October 8th had come to a close and that the Board would recommence on October 9th at 8:00am. The meeting was adjourned at 1:09pm.



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**Ohio University Board of Trustees
Meeting of the Board of Trustees**

**Tuesday, October 9, 2020
Virtual Meeting - Online**

Chair Coleman called the meeting together at 8:05 am.

Roll Call

Chair Coleman asked Secretary Moore to call the roll. Secretary Moore announced that all were present and that there was a quorum of voting trustees.

Present: Chair Janelle Coleman; Vice Chair Cooper, Trustees Matthew Evans, David Scholl, Eileen Sheil, Diane Smullen, Peggy Viehweger; National Trustee Anna Harvey and Eilenn Sheil; Alumni Representative Jeff Laturell; Student Trustees Ellen Gill and Justin Kelley; President Duane Nellis, and Board Secretary David Moore.

Absent: Trustees Lorrie Platt and Steve Casciani

Chair Coleman welcomed everyone to day two of the October 2020 Ohio University Board of Trustees Meeting

Chair Coleman asked Committee Chair Smullen to proceed with the Resources, Facilities, and Affordability Committee



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Ohio University Board of Trustees

Resources, Facilities and Affordability Committee

October 9, 2020

Committee Chair Smullen called the meeting to order at 8:06am. Committee members present included Trustee Evans, National Trustee Sheil, Student Trustee Kelley, Other board members present included Chair Coleman, Vice Chair Cooper, Trustee Scholl, Trustee Viehweger, Student Trustee Gill Frank, Alumni Association Representative Laturrell, National Trustee Harvey, Secretary Moore, and President Nellis. Faculty Representative to the Committee, Clowe was also in attendance.

● FY20 Year-end and FY21 University Budget

Senior Vice President for Finance and Administration Deb Shaffer announced that the FY21 Budget Book has been finalized and is available on the Finance website along with the Budget Books and Audited Financial Statements from past years.

FY20 Year-end: The FY20 audited financial statements are being finalized and will be presented on Monday, October 12, to the Audit Committee at a special meeting convened to review the draft statements with Crowe LLP, the University's new external auditors. The FY20 year-end actuals reflect a \$20.5M use of reserves versus the \$32.0M forecast shared at the August Board meeting, with conservative final quarter forecasts from units being the primary driver for the change partially driven by reduced non-personnel spend due to COVID.

Fall 2020 Enrollments and FY21 Revenue Forecast: SVP Shaffer shared the slide prepared at the request of Trustees at the August retreat which compared the current (FY21 budgeted and multi-year) SEEC enrollments with the assumptions that had been used as the basis for the multi-year budget strategy which the Board approved in June 2019 that projected the use of \$65M of reserves through FY23. Management has again updated that same schedule to overlay Actual Fall 2020 enrollments (with projected compounded impacts on future years). The actual Fall 2020 enrollments and respective tuition and fee impacts yield revenues higher than FY21 budget in Athens Undergraduate (UG), Regional, and Graduate enrollments. UG eLearning enrollments were less than FY21 Budget. While it was shared in the Academics committee enrollment presentation that Fall 2020 new first-year students exceeded the SEEC projection by more than 300, the total Athens UG census headcounts exceeded budget by 760 students. As incremental enrollments were offset by incremental investments in financial aid,

the net tuition impact is slightly under \$1M. Trustee Viehweger voiced concern about the success of the targeted aid released in August intended to assist families and increase enrollments, noting the University's investment in aid continues to escalate and our enrollments continue to decline.

SVP Shaffer noted the \$25.7M reduction in the FY21 forecast for tuition and fees (from the budgeted \$345.7M to the updated forecast of \$320M) is primarily attributed to the impact of the Fall phased reopening on Room and Board revenues.

COVID Update: SVP Shaffer reviewed current financial impacts from COVID, summarizing the respective incremental expenses, lost revenues, and external funding support currently identified to help mitigate the impacts. The impact of the pandemic on the University budget is a moving target as the University continues to respond to the evolution of the pandemic and CDC, State, Federal, and Public Health recommendations. Financial impacts presented are estimated through December 31, 2020 only (with the exception of SSI, which includes the reduction for the full FY21 as communicated by the Ohio Department of Higher Education). As there is greater clarity on the operating plan and testing strategy for the Spring semester, we will update this analysis to report on further projected impacts. Funding support from state and federal CARES Act monies, FEMA, and insurance claims through the IUC pooled coverage will all offset financial losses. Several units within Finance and Administration are working together to ensure that all financial impacts from the pandemic are coded correctly in our financial systems so that we can accurately report and maximize any opportunities for reimbursements. This includes coordination with all areas of the University. The AVP Finance is coordinating with the IUC Insurance Consortium, who has hired a forensic accountant to review all claims detail from the IUC institutions. The IUC Insurance Consortium will coordinate claims on behalf of the IUC schools (which includes all publics in Ohio except The Ohio State University).

In response to Trustees' questions SVP Shaffer added that we believe our assumptions for recovery are conservative as new support continues to be identified at the State and Federal levels, such as Governor DeWine's recognition of mental health initiatives. Estimates for insurance recovery are not built into the FY21 budget as we work with the IUC on coverage levels and eligible claims.

Not directly reflected in the COVID analysis, but attributed to the pandemic and offsetting the financial impact, is the fact the University ended FY20 with reserve use that was approximately \$10M+ less than forecasted which was strongly driven by the reduced non-personnel spend in our departments throughout the institution.

Enrollments, Net Tuition, Multi-Year Deficits and Reserve Use: Trustee Scholl returned to the discussion of enrollment declines and how those declines have driven the currently presented multi-year and cumulative projected use of reserves through FY25 to be more than \$250M as compared to the multi-year estimates the Board approved in June 2019, which forecasted a

\$65M use of reserves through FY23 followed by a balanced operating budget and subsequent rebuilding of reserves. Trustee Scholl referred to the Fall 2020 enrollments as potentially the ‘new normal’ for the future, with decreased opportunity for net new revenues. Trustee Scholl remarked that the level of projected reserve use cannot become realized and that we need to identify and implement additional solutions to balance the operating budget expeditiously. SVP Shaffer also provided a summary of some of the strategies that have been implemented to date including opportunities for new graduate programs and other revenue growth, continued and increased management of expense reductions, and other non-operating sources of revenues such as investment income to offset operating deficits.

EVPP Sayrs spoke to the sobering outlook and the transition of using conservative enrollment forecasting by the Strategic Executive Enrollment Committee (SEEC) as explained in the presentation by Interim Vice Provost for Strategic Enrollment Management, Candace Boeninger. The enrollment assumptions will continue to be evaluated and multiple scenarios used to understand respective impacts on budgets and projected reserves use. Based on the enrollment trends, we will not be balancing the budget on large enrollment growth in the near future. SVP Shaffer agrees that we need to continually be aligning the budgets to a balanced operating budget based on new, realistic enrollments. SEEC is also analyzing projections of COVIDs impacts.

Trustee Coleman challenged regarding how long to allow strategies to play out before acting on the negative operating projections. Trustee Viehweger agreed and spoke to how COVID has pushed higher education and the University to take more aggressive action to focus on key strategic initiatives and align their organizations appropriately. The University needs to focus on the things we are not going to do and take appropriate actions.

Returning to Trustee Viehweger’s remark regarding financial aid and enrollment gains, Budget Director Katie Hensel shared a slide reflecting Athens UG historical tuition discount rates - the net tuition discount rate has risen from 22.7% in FY17 to 33.7% projected for FY21. The University has been increasing the investment in financial aid each year, but enrollment increases have not been realized and net tuition dollars have declined by \$50M since FY17. Interim Vice Provost Boeninger discussed the Financial Aid optimization project will help to identify successful aid programs and how to shift aid to garner the desired student enrollments. Boeninger also noted that national public 4-year institution discount percentage rates are running in the low 30s. Trustee Scholl interpreted the discount slide as we are paying to acquire students with aid dollars and noted that the Foundation is the primary source for increasing the amount of funds with which to ‘buy’ students. SVP Shaffer agreed that at this time most aid is from operating dollars, but the Foundation is upping their scholarship fundraising and the university has provided additional match to increase this funding source. Trustee Scholl noted that realistically the Foundation cannot provide the funds necessary to right the budget quick enough and stressed that additional adjustments and reductions in costs need made. The current mode is not a sustainable business model. Trustee Scholl reiterated

his request from prior meetings for data that tied financial aid investments to success metrics. Who are we and where do we want our discount rate to be? How do the key strategies support growing the net revenue? We are spending more in aid and have watched the net revenue decrease significantly since FY17. EVPP Says cautioned that reducing aid in our past has driven to lower enrollments.

Senate Bill 6 (SB6): SVP Shaffer reminded the Trustees that the SB6 composite score is one measure that the State uses to evaluate the financial health of the state's higher education institutions. This one measure is a snapshot and not necessarily a good predictor of the future health of an institution. SVP Shaffer cautions that liquidity and cashflow are equally important indicators of financial health and provide a much better early indication of financial stress. The state has also recognized the limitations of the SB6 score and has added supplemental questionnaires which gauge cash and other balance sheet indicators of health as part of the quarterly SB6 submission. Trustee Scholl asked that SVP Shaffer, as a member of the IUC BFOs and as a leader in the state, actively work with the State Office of Budget and Management and the Department of Higher Education to influence the state direction on this issue.

Cashflow Projections through FY23: Significant actions taken toward balancing FY21 include the FY21 one-time furlough savings strategy as well as more administrative reductions, the UCM and Advancement functional realignments, and elimination of annual raise pools. With those actions, the remaining deficits for FY21-23 require additional expenditure right-sizing to align with the 'new normal' enrollments. Trustee Scholl commended the work of SVP Shaffer and her team for the development of the multi-year forecasts and projecting the impacts of actions taken to highlight the remaining budget shortfalls, clearly illuminating the work at hand.

SVP Shaffer shared cashflow projections through FY23 with the impacts of the projected deficits and draws on the future reserves of the University. She reinforced that there are portions of the Working Capital of the University that must be preserved for future commitments such as long-dated maturities for which we are building dollars to repay those maturities. Janney is our advisor, working with the Treasury team on analyzing the debt portfolio and building out the models as we adjust assumptions. Sensitivity analyses were run through the cashflow projections based on multiple scenarios and two of those were reviewed in the meeting – 1) late start and end by Thanksgiving with normal spring, and 2) spring looking like fall. The same cashflow projections were run through FY23 and those impacts reflected.

Efficiency Reporting: SVP Shaffer closed with a reminder of the requirement for the University to file an annual Efficiency Report with the state. Due to the pandemic, information on the template release was delayed and we are in the process of gathering information and updating the template now. The state has included information on the

pandemic impacts to FY20 and FY21 and details of the University's response in addition to updates of the accompanying schedules. Our plan is to work through the Chairs of the Board and the Resources committee to achieve the October 30 submission. The report link will be shared with the Trustees and a resolution will be brought to the January meeting. We have confirmed this process is being employed by many of our IUC peers.

SVP Shaffer was again thanked for the comprehensiveness of the work of her team and the report to the Board.

● **Advancement Update**

Vice President for University Advancement Nico Karagosian updated the Trustees on the mission and vision of the Foundation and Advancement units in support of the University mission. The Advancement leadership team crafted these statements with input from Advancement staff in 2018. VP Karagosian credited Advancement's high performing development staff with reaching a fundraising high in FY20 of nearly \$50M, receipting \$30M in cash and gifts-in-kind. VP Karagosian shared FY20 key donor highlights and stressed the importance of donor stewardship, acknowledging the value of participation by the President and Deans along with Advancement staff in fostering and maintaining relationships and securing gifts. Historical endowment market values with annual investment returns were shared as well as the annual endowment distributions split between spending allocations to University units and the 2% administration fee assessed to endowment accounts. VP Karagosian reminded Trustees the 2% fee was structured to support Advancement operations during the last fundraising campaign. In June 2019, the Foundation board moved to decrease the fee by 0.1% annually over the next 5 years to 1.5%, more in line with peers based on a benchmarking study of MAC schools. The fee rate is a regular discussion topic of the Foundation's Finance committee.

VP Karagosian shared information on the strong start for FY21 fundraising noting several key gifts. Future campaign planning is occurring with feasibility efforts resuming after the pandemic pause. Ongoing and enhanced annual giving efforts including the launch of a new crowdfunding platform were shared—as well as the success of the “Bobcats Take Care” pandemic relief fund in support of OHIO students. Consistent with national trends, donor statistics reflect a decrease in the numbers of donors, but there has not been a corresponding decrease in dollars raised so far. Advancement is working on ways to continue to engage alumni and turn the trend around.

VP Karagosian shared that the Konneker renovation work has been completed and the building will become more of a front door for Advancement and Alumni interaction. He also shared that the new organization structure resulting from the Advancement realignment undertaken during the FY21 budget is working well and efficiencies continue to evolve. Trustee Evans asked if the restructuring met with any concerns from donors or potential donors. VP remarked that much of the response has been incredibly positive and supportive and that donors recognize the challenges facing higher education, compounded in FY20 and FY21 by the issues of dealing with the pandemic.

- **Student Investment Program Update**

Faculty Advisor and College of Business Professor David Stowe introduced some base information about the Student Investment Programs which oversee management of University investment portfolios totaling over \$9M. Dr. Stowe provides direct oversight for the 2 groups with Director of Investments Dave Gaume serving as the link to the Foundation Investment Committee. Dr. Stowe referenced recent market volatility and noted the schedule of historical returns reflects many periods' returns above benchmark. The student leaders, Abe Dalisky and Blake Kinkoph of the Fixed Income Management Group (FIMG) and Isaac Ableman and Joe Boyko of the Student Equity Management Group (SEMG), introduced themselves, shared personal information and college interests, and explained their positions within their respective investment groups. Group organizational structures and the duties of each group's various positions were discussed. The groups perform professional and real-world investment manager activities including detail investment reviews, working in teams, investment pitches, and making real-time trade recommendations. Each group manages both traditional and sustainable portfolios, taking into consideration risk tolerances, investment strategy, and performance management. The evolution of the portfolios and changing investment philosophies were discussed as well as the impact of market volatility on their portfolios encountered throughout the COVID pandemic. The groups leverage their ability to network with alumni via weekly meetings. Students get valuable feedback and guidance about post-college careers and opportunities and how these practical experiences and their exposure to investing in the real world will prove invaluable.

- **Resolution, Capital Projects**

SAVP Wood provided information on one capital project request for board approval:

- Clippinger Renovation Phase III project, the final phase of the renovation and modernization of Clippinger Laboratories in conjunction with the Chemistry Building construction. Phase III has a total project budget of \$29M.

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

- **Resolution, Dublin Land AEP Easement**

Director of Real Estate Dominick Brook explained that this 25- year easement runs along the southern border of two University-owned tracts in Dublin. The AEP project requiring the approximate 2-acre easement will strengthen electric transmission and improve service to the area and will benefit the University by facilitating future economic development of the area. A one-time payment of \$279,850 has been evaluated and deemed appropriate by University officials and will be reviewed by Ohio DAS.

Trustee Evans made a motion to recommend approval of the Dublin Land AEP Easement resolution to the full board; Trustee Smullen provided a second; the motion was unanimously approved.

- **Information Items:**

- Financial Update – FY20 year-end financial reports including audit adjustments providing budget vs actual variance explanations for all funds
- Endowment Review – the annual report to the University’s Board updates Trustees on the stewardship of the long-term investment portfolios and a portion of the working capital of the University and the Foundation
- Facility Project Updates – reports the status of active Facility Projects

Committee Chair Smullen ended the meeting at 10:44am.

Chair Coleman thanked Committee Chair Smullen.

Chair Coleman reminded the Board that they were going to vote on resolutions immediately following each committee to provide maximum clarity and continuity.

Chair Coleman stated that the Resources, Finance, and Student Affordability Committee had recommended the following Resolutions for approval and asked for motions to approve.

CAPITAL PROJECTS

APPROVAL TO PROCEED WITH DESIGN AND CONSTRUCTION

RESOLUTION 2020 - 3877

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:

Capital Project Budget & Authorized Expenditures	
Project	Current
Clippinger Renovation Phase III	\$28,659,529

NOW THEREFORE, BE IT RESOLVED that the Ohio University Board of Trustees approves the requests described above; authorizes the receipt of appropriate bids or proposals; and authorizes the President, the Senior Vice President for Finance and Administration, or either’s authorized designee to accept and award contracts and execute all necessary agreements, easements and documents to effectuate the transaction and related transactions within the total project budgets identified.

Trustee Scholl moved the committee to approve the Capital Projects Resolution; Trustee Evans provided a second; Chair Coleman called for a vote; the motion passed unanimously.

RESOLUTION TO APPROVE UTILITY EASEMENT

AEP OHIO TRANSMISSION COMPANY, INC.

RESOLUTION 2020 - 3878

WHEREAS, AEP Ohio Transmission Company, Inc. plans to strengthen the electrical transmission system in the Dublin West Innovation District in order to improve electric service reliability, provide an additional power source, and support economic development; and

WHEREAS, the project involves building approximately 3 miles of new high voltage (138 kV) power line, upgrading two existing substations, and requires approval by the Ohio Power Siting Board; and

WHEREAS, the new power line runs along the southern border of two tracts of land, one owned by Ohio University, and the other owned by The Board of Trustees of The Ohio University; and

WHEREAS, the easement would be approximately 80 feet wide and approximately 1,061 feet long for a total of 1.93 acres; and

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

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

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

Trustee Scholl motioned the committee to approved the AEP Easement Resolution; Trustee Evans provided a second; Chair Coleman called for a vote; the motion passed unanimously.

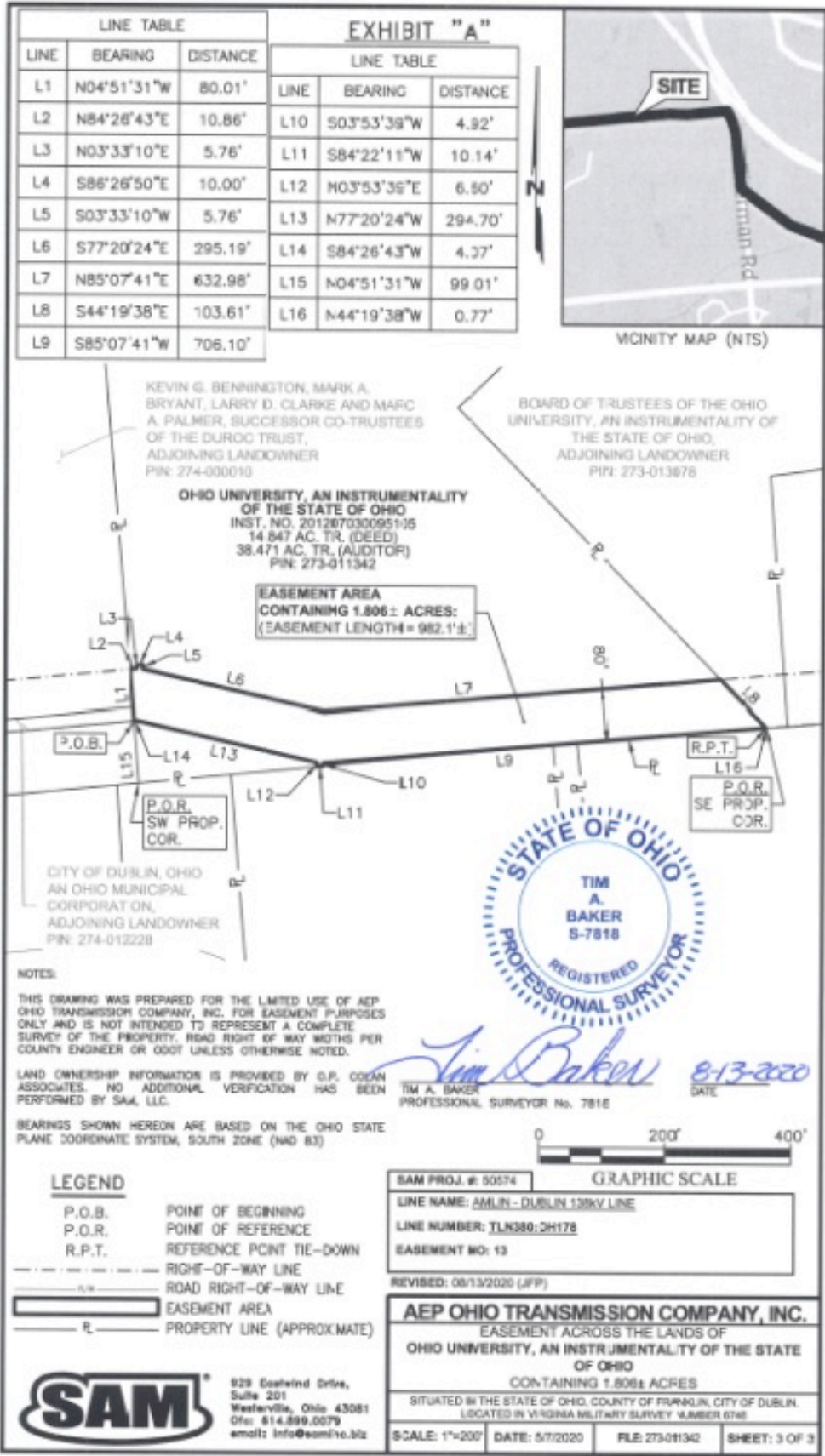
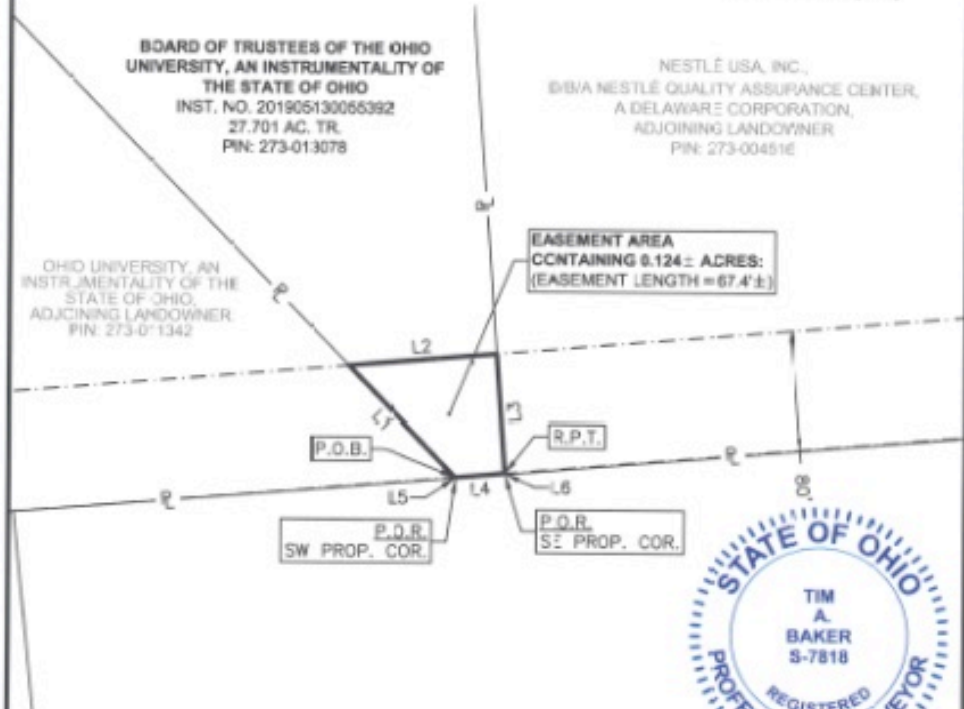


EXHIBIT "A"

LINE TABLE		
LINE	BEARING	DISTANCE
L1	N44°19'38"W	103.61'
L2	N85°07'41"E	100.84'
L3	S04°08'50"E	80.01'
L4	S85°07'41"W	33.99'
L5	N44°19'38"W	0.77'
L6	N04°08'50"W	0.65'



VICINITY MAP (NTS)



NOTES:

THIS DRAWING WAS PREPARED FOR THE LIMITED USE OF AEP OHIO TRANSMISSION COMPANY, INC. FOR EASEMENT PURPOSES ONLY AND IS NOT INTENDED TO REPRESENT A COMPLETE SURVEY OF THE PROPERTY. ROAD RIGHT OF WAY WIDTHS PER COUNTY ENGINEER OR ODOT UNLESS OTHERWISE NOTED.

LAND OWNERSHIP INFORMATION IS PROVIDED BY G.P. COGAN ASSOCIATES. NO ADDITIONAL VERIFICATION HAS BEEN PERFORMED BY SAM, LLC.

BEARINGS SHOWN HEREON ARE BASED ON THE OHIO STATE PLANE COORDINATE SYSTEM, SOUTH ZONE (NAD 83)

LEGEND

- P.O.B. POINT OF BEGINNING
- P.O.R. POINT OF REFERENCE
- R.P.T. REFERENCE POINT TIE-DOWN
- RIGHT-OF-WAY LINE
- ROAD RIGHT-OF-WAY LINE
- ▭ EASEMENT AREA
- PROPERTY LINE (APPROXIMATE)

SAM PROJ. #: 50574 GRAPHIC SCALE

LINE NAME: AMLIN - DUBLIN 138KV LINE

LINE NUMBER: TLN380-OH178

EASEMENT NO: 17

REVISED: 05/13/2020 (JFF)

AEP OHIO TRANSMISSION COMPANY, INC.

EASEMENT ACROSS THE LANDS OF
BOARD OF TRUSTEES OF THE OHIO UNIVERSITY, AN INSTRUMENTALITY OF THE STATE OF OHIO
 CONTAINING 0.124± ACRES

SITUATED IN THE STATE OF OHIO, COUNTY OF FRANKLIN, CITY OF DUBLIN, LOCATED IN VIRGINIA MILITARY SURVEY NUMBER 6748

829 Eastwind Drive,
 Suite 201
 Westerville, Ohio 43081
 Ofc: 614.899.0073
 email: info@saminc.biz

SCALE: 1"=100'	DATE: 5/7/2020	FILE: 273-013078	SHEET: 2 OF 2
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Chair Coleman asked Committee Chair Cooper to proceed with the Audit and Risk Management Committee.

Ohio University Board of Trustees

Audit and Risk Management Committee

October 9, 2020 – 10:00 AM

Present: Audit and Risk Management Committee Chair Cary Cooper, Trustees Anna Harvey, Justin Kelley, Jeff Laturell and Diane Smullen. Additionally, Board Chair Janelle Coleman; Trustees David Scholl, Peggy Viehweger, Matthew Evans, National, Eileen Sheil, and Ellen Gill Franks; President Duane Nellis and Board Secretary David Moore were in attendance.

Audit and Risk Management Committee Chair Cary Cooper called the meeting to order at 10:45 a.m.

Chief Audit Executive Update

Mary Ann Boyle, Interim Chief Audit Executive discussed the status of the FY21 audit plan.

FY20 External Audit Update

Deborah Shaffer, Senior Vice President (SVP) for Finance & Administration, CFO and Treasurer discussed the current status of Crowe's FY 20 external audit. SVP Shaffer provided an update on the financial statements. Draft statements presented on October 12 will exclude Muskingum Recreation Center, subsidiaries of the OU Foundation and the Schedule of Expenditures of Federal Awards (SEFA).

Trustee Cooper provided an explanation regarding the resolution on the agenda. The purpose of the resolution was to provisionally accept the financial statements and footnotes of the University, Foundation, and subsidiaries as of and for the year ended June 30, 2020, and authorized Audit and Risk Management Committee Chair and University Board of Trustees Chair to accept the financial statements and notes on the Board of Trustees' behalf, as the referenced statements and notes were scheduled to be presented by management at a separate meeting on October 12, 2020.

Trustee Smullen made a motion to approve the resolution. Motion was seconded by Trustee Cooper. The vote was unanimous.

Athletic Compliance Update

Julie Cromer, Director of Athletics (AD) and Eric Hildebrand, Associate Athletic Director for Compliance & Student-Athlete Services were present to discuss the ICA Compliance Office

and their efforts to ensure that Ohio University complies with NCAA by-laws. Included in the presentation was an overview of the office structure, responsibilities, the office mission statement and staffing. Mr. Hildebrand also provided data on the number of sports and number of student athletes, the NCAA violation structure, and a summary of violations reported by Ohio University to the NCAA. He also discussed educational efforts related to NCAA compliance.

Trustee Cooper asked Mr. Hildebrand to provide some background information for the new Trustees regarding the NCAA violation discovered last year. Mr. Hildebrand stated that a sport was providing benefits to prospective student athlete guardians during recruiting visits. Providing airfare to the prospective student athlete is allowable; however, the guardian's airfare is not. AD Cromer stated that this had happened over a four-year period and the coach was not aware of the required. As a result additional training is now part of the onboarding process for new coaches, as well as annual ongoing training for all athletics personnel.

Trustee Coleman asked about the process in place to ensure coaches and staff are aware of changes in rules as they occur. Erik responded that professional development is provided. There is a compliance training camp available annually, which is a 3-day workshop. MAC training supplements are also available through the league office and are linked on the athletics website.

Trustee Evans asked that AD Cromer provide background on how the decision on football evolved from not playing in the fall to the reduced season they have now. AD Cromer stated that in August the MAC office made the decision to postpone fall sports to the spring in an abundance of caution for student-athlete safety and concerns regarding post-COVID myocarditis, as well as limited availability of COVID testing options. In the most recent weeks, updated information from medical professionals, reduced those concerns. Greater availability of tests, shortened timeframe to receive test results, and availability of rapid testing, has changed how quickly one can determine if someone has a positive test result. These factors had a big impact on allowing play.

Annual Clery Report Update

Kerri Griffin, Director of Civil Rights Compliance and Title IX Coordinator, provided a general overview of the report. Ms. Griffin was available to address any questions from Trustees regarding the University's 2020 annual Clery reports. The annual Clery reports were included with the agenda materials.

There was no unfinished business. Audit and Risk Management Committee Chair Cooper adjourned the meeting at 11:35 a.m.

Chair Coleman thanked Committee Chair Cooper.

Chair Coleman asked for motion to approved the Financial Statement Audit Resolution.

APPROVAL OF JUNE 30, 2020 FINANCIAL STATEMENT AUDIT

RESOLUTION 2020 - 3879

WHEREAS the Audit and Risk Management Committee is scheduled to meet with the University's external auditors to review the University's audit results and the University's financial statements on October 12, 2020;

BE IT RESOLVED that the recommendation of the Audit and Risk Management Committee on October 9, 2020, to provisionally accept the financial statements and footnotes as presented by management of the University, Foundation, and subsidiaries as of and for the year ended June 30, 2020, be approved; and

BE IT FURTHER RESOLVED that the Board of Trustees authorizes the Audit and Risk Management Committee Chair and Chair of the University Board of Trustees to accept the above referenced financial statements and footnotes on the Board of Trustees' behalf. The Audit and Risk Management Committee Chair and the Chair of the University Board of Trustees are directed to report their decision to the Secretary of the University Board of Trustees on or before the October 15, 2020 Auditor of State's mandated filing date.

Trustee Scholl moved the committee; Trustee Smullen provided a second; Chair Coleman called for a vote; the motion passed unanimously.

Executive Session Report

Chair Coleman reported that, yesterday morning, the Board moved into executive session for the purpose of discussing compensation of public employees; to discuss with our legal counsel pending or imminent court action; and to discuss collective bargaining matters.

Additional Item: Overview of Executive Compensation

Chair Coleman asked Chief Human Resource Officer (CHRO) Bendl to provide an overview of executive compensation. CHRO Bendl stated that in 2016 OHIO commissioned a report from Mercer to conduct an Executive Compensation Review. Chair Coleman asked CHRO if the data revealed that OHIO was in line with our peers? CHRO Bendl stated that she believed it was. Trustee Evans mentioned that this was a good, transparent discussion, and that it was important to know that numbers were not being just thrown around and the comparable and benchmarks were used.

Report from the President

Chair Coleman invited President Nellis to give his report.

President Nellis shared updates on phase 2 of the fall reopening including information on the University's response to the COVID-19 global pandemic and OHIO's COVID-19 dashboard.

President Nellis discussed OHIO's continued progress toward aligning with the Fearlessly First strategic framework and implementing the strategic initiatives along with some University leadership updates. Specific mentions included:

- Information on phase 2 of the fall reopening
- Ohio University's partnership with CVS Health for COVID-19 testing
- Dr. Jenny Hall-Jones has been named interim Vice President for Student Affairs effective October 24, 2020
- Plans for the Fall Commencement
- Plans for celebrating the Spring Class of 2020
- Ohio University improved its Best National Universities, Top Public Universities, and Best Value Schools rankings in the U.S. News and World Report rankings released in September
- Heritage College of Osteopathic Medicine professor Lawrence Witmer, Ph.D., is being featured in the October cover story of National Geographic Magazine
- A joint collaboration between Civil Engineering Chair and Professor Guy Riefler and Painting and Drawing Chair and Professor John Sabraw, along with Rural Action, was featured recently in Time Magazine

- Four OHIO faculty members have been selected as the 2020-2021 Mid-American Conference (MAC) Academic Leadership Development Program (ALDP) Fellows
- OHIO students have the opportunity this fall to attend class with Rhodes University students in South Africa for seven weeks as part of the Global COIL Initiative

Chair Coleman thanked President Nellis.

Adjournment

Chair Coleman asked Secretary Moore to announce the meeting date of the next meeting. Secretary Moore stated that the Ohio University Board will meet on Thursday and Friday, January 14th and 15th.

Chair Coleman adjourned the meeting at 12:30pm.