



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

August 19, 2019

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**Ohio University Board of Trustees
Meeting of the Board of Trustees
Monday, August 19, 2019
Beavercreek, OH**

Chair Dave Scholl called the August Meeting of the Ohio University Board of Trustees to order at 3:55pm.

Roll Call

Board Secretary David Moore called roll.

Present: Chair David Scholl; Vice Chair Coleman; Trustees Steve Casciani, Cary Cooper, Matthew Evans, Victor Goodman, Eileen Sheil, Diane Smullen, Peggy Viehweger; Student Trustees Austin McClain and Justin Kelley, National Trustee John Gainor; President Duane Nellis, and Board Secretary David Moore.

Approval of Agenda

Chair Scholl asked to approve the agenda for the 2019 August Meeting of the Board of Trustees; Vice Chair Coleman moved to approve the agenda; Trustee Evans seconded; Chair Scholl called for a vote; with all in favor, the agenda was approved.

Approval of Minutes

Chair Scholl asked to approve the minutes of the 2019 June meeting of the Board of Trustees; Trustee Cooper moved to approve the minutes; Trustee Casciani seconded; Chair Scholl called for a vote; with all in favor, the minutes were approved.

Reports

Report from Chair

Chair Scholl reviewed the week's events. Chair Scholl stated that this was the first time the Trustees had visited the Russ Innovation Center in Beavercreek and that the Trustees had a wonderful introduction to the facility by Dean Wei. Chair Scholl stated that tomorrow the Trustees will have our annual retreat and have an opportunity with many of the community partners involved in the Russ Center. This visit has given us important context for considering future activities and partnerships here in Beavercreek.

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 some notable highlights of progress related to the University's strategic pathways and priorities, as well as OHIO's new strategic framework. The discussion included the following:

- The development of our strategic framework.
- An interdisciplinary team at Ohio University has created a virtual reality series designed to train health care providers in Appalachia.
- The Ohio University Diabetes Institute recently held its first summer day camp for children with type 1 diabetes.
- Ohio University Southern is providing training to local teachers who have students in their classrooms who have been separated from their parents.
- Our Egypt@OHIO program welcomed its second cohort to campus this summer.
- An Ohio University student has received a \$50,000 scholarship from Top Hat, a leading active learning platform for higher education.
- A team of Ohio University students was selected as one of three finalists in the National Engineering Competition for Innovative Workplace Solutions Designed for People with Disabilities.
- Our Online MBA Program has received a new national honor.

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

Committee Reports and Information Items

Academics and Student Success Committee

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

Committee Chair Cooper reported that the Academics and Student Success Committee received the University Dashboard, the One OHIO Update, and an update on our accreditation process with the Higher Learning Commission. Committee Chair Cooper stated that along with the HLC update the committee received individual program accreditation reports from last year. Finally, Committee Chair Cooper stated that the Committee had a presentation on sexual misconduct, prevention, and support.

Committee Chair Cooper stated that there were no Consent Agenda Items or Resolutions and that detailed minutes of the committee's discussions will be made available on the Board of Trustees' website.

Resources, Facilities and Affordability Committee

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

Committee Chair Viehweger reported that the committee received the State Biennial Budget Update & Impact, and the Treasury & Debt Update. Committee Chair Viehweger stated that the Committee also received the Maintenance, Operations & Sustainability Report and the Facility Projects Update.

Consent Agenda

Committee Chair Viehweger stated that the following resolution was considered by the Committee.

Retroactive Easement Delegation

This resolution authorizes the Senior Vice President for Finance and Administration to execute the corresponding Easements.

Committee Chair Viehweger stated that the committee recommends that the resolution remain on the consent agenda and be approved by the Board later this morning.

Resolutions

Additionally, the Committee Chair Viehweger stated that the Committee considered the following resolutions and recommended them for approval

Affordability & Efficiency – FY19 State reporting

This resolution directs the President or his designee to compile the presentation information into a FY19 Efficiency Report for timely submission to the Chancellor of Higher Education.

FY19 EFFICIENCY REPORTING

RESOLUTION 2019 – 3796

WHEREAS, Section 3333.95 of the Ohio Revised Code requires that the Chancellor of Higher Education provide a report by each December 31 compiling efficiency reports received from all Ohio public institutions of higher education; and

WHEREAS, Section 381.550 of H.B. 166 requires Board of Trustees approval of the annual efficiency report that is submitted to the Chancellor of Higher Education by Ohio University each fiscal year; and

WHEREAS, the FY19 Efficiency Report will be prepared using the Affordability and Efficiency Report presented to the Board of Trustees for review and approval.

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees hereby approves the Affordability and Efficiency Report and directs the President or his designee to compile the presentation information into a FY19 Efficiency Report for timely submission to the Chancellor of Higher Education.

BE IT FURTHER RESOLVED that the President or his designee report any material change in the Affordability and Efficiency Report information approved herein to the Board of Trustees as soon as reasonably practicable.

Committee Chair Viehweger motioned to approve the Affordability & Efficiency Resolution; Trustee Evans seconded the motion; Chair Scholl called for a vote; the resolution passed unanimously.

Declaration of Surplus Property-Cambridge

This resolution recommends that the property be designated as surplus and placed for sale.

DECLARATION OF SURPLUS PROPERTY

7077 GLENN HIGHWAY, CAMBRIDGE OHIO

RESOLUTION 2019-3797

WHEREAS, Ohio University holds title in fee simple to 7077 Glenn Highway, Cambridge Ohio, otherwise known as the Ohio University Cambridge Center (“the property”); and

WHEREAS, the property had been leased to a non-academic commercial entity from February 2018 through July 2019 and is currently vacant; and

WHEREAS, the property had been determined to provide no academic, strategic or financial benefit to the Ohio University; and

WHEREAS, sale or other disposition of the property would improve efficiencies and be consistent with the goals of the One OHIO initiative.

NOW THEREFORE, BE IT RESOLVED that the Ohio University Board of Trustees hereby declares 7077 Glenn Highway, Cambridge, Ohio consisting of two parcels of 0.59 acres and 0.09 acres to be surplus property.

BE IT FURTHER RESOLVED that the President or his designee is hereby authorized to negotiate, evaluate, and otherwise transact the disposition of the real property, consistent with the requirements of Ohio law regarding the disposal, sale or other disposition of State of Ohio real property.

Committee Chair Viehweger motioned to approve the Declaration of Surplus Property-Cambridge Resolution; Trustee Casciani seconded the motion; Chair Scholl called for a vote; the resolution passed unanimously.

Easement Renewal Process

Authorizes the change in the renewal easement granting process and authorizes the Senior Vice President for Finance and Administration to sign easements that are compatible with the uses and needs of the University.

RESOLUTION TO APPROVE CHANGE TO EASEMENT RENEWAL PROCESS

RESOLUTION 2019 - 3798

WHEREAS, the Board of Trustees, under Ohio Revised Code Section 123.01(A)(5) is required to approve all easements that are proposed to be granted for 25 years; and

WHEREAS, the Department of Administrative Services negotiates, drafts, and executes all University easements; and

WHEREAS, there is a high volume of University easements that are expired or are expiring that the Ohio University Department of Real Estate is working with the Department of Administrative Services to complete; and

WHEREAS, the University has identified improvements in the easement granting process whereby the Board's authority to approve easements for renewal would be delegated to the Senior Vice President for Finance and Administration; and

WHEREAS, the Ohio University Office of Legal Affairs has confirmed that this delegation would satisfy ORC 123.01(A)(5); and

WHEREAS, the Director of Administrative Services will continue to execute all easements on behalf of the University.

NOW THEREFORE, BE IT RESOLVED, that the Ohio University Board of Trustees hereby acknowledges and approves the change in the renewal easement granting process and authorizes the Senior Vice President for Finance and Administration to sign easements that are compatible with the uses and needs of the University in accordance with ORC 123.01(A)(5).

Committee Chair Viehweger motioned to approve the Easement Renewal Process Resolution; Trustee Goodman seconded the motion; Chair Scholl called for a vote; the resolution passed unanimously.

Capital Projects

Authorizes the university to begin implementation of the following projects:

Stocker Roof Replacement

Porter and Lindley Halls Window Replacement

Alden Library Air Handlers 3 and 4 Replacement

Campus Steam System Repairs 2020

Morton Chilled Water Connection

CAPITAL PROJECTS

APPROVAL TO PROCEED WITH DESIGN AND CONSTRUCTION

RESOLUTION 2019 - 3799

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
Stocker Roof Replacement	\$3,300,000
Porter and Lindley Halls Window Replacement	\$2,899,452
Alden Library Air Handlers 3 and 4 Replacement	\$1,000,000
Campus Steam System Repairs 2020	\$750,000
Morton Chilled Water Connection	\$610,000

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

Committee Chair Viehweger motioned to approve the Capital Projects Resolution; Trustee Smullen seconded the motion; Chair Scholl called for a vote; the resolution passed unanimously.

Park Place

Authorizes the receipt of appropriate bids or proposals and authorizes the President or his designee to accept and award contracts regarding the Park Place and Carriage House Renovation.

CAPITAL PROJECTS – 29 PARK PLACE

APPROVAL TO PROCEED WITH DESIGN AND CONSTRUCTION

RESOLUTION 2019 - 3800

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 project is presented for Board approval:

Modification of Design & Construction Requests:

Capital Project Budget & Authorized Expenditures			
Project	Previous	Current	Total
29 Park Place and Carriage House Renovation and ADA Improvements	\$2,300,000	\$1,251,611	\$3,551,611

NOW THEREFORE, BE IT RESOLVED that the Ohio University Board of Trustees approves the request 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.

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

Committee Chair Viehweger motioned to approve the Park Place Resolution; Trustee Sheil seconded the motion; Chair Scholl called for a vote; the resolution passed unanimously.

Committee Chair Viehweger stated that there are no further resolutions and no remaining consent agenda items from the Resources, Facilities, and Affordability Committee and that detailed minutes of the committee's discussions will be made available on the Board of Trustees website.

Chair Scholl thanked the Committee.

Audit and Risk Management Committee

Chair Scholl asked Committee Chair Smullen to give the Audit and Risk Management Committee Report. Committee Chair Smullen stated that the Audit and Risk Management Committee did not meet this meeting.

Chair Scholl thanked the Committee.

Governance and Compensation Committee

Chair Scholl asked Committee Chair Goodman to give the Governance and Compensation Committee Report. Committee Chair Goodman reported that the Governance and Compensation Committee did not meet this meeting.

Chair Scholl thanked the Committee.

Executive Committee

Chair Scholl also stated that the Executive Committee met and discussed the upcoming Board's retreat.

Chair Scholl reported that there was nothing further to report from the Executive Committee.

Consent Agenda

Chair Scholl stated that the Board had a modified Consent Agenda which retains the following resolution:

CAPITAL PROJECTS

RETROACTIVE APPROVAL TO DELEGATE EASEMENT PROCESS

RESOLUTION 2019 - 3801

WHEREAS, in October 2018, the Board approved a change in the easement granting process in Resolution 2018-3730; and

WHEREAS, three resolutions were presented to and approved by the Board for capital improvement projects in meetings subsequent to the passage of Resolution 2018-3730; and

WHEREAS, language authorizing easement execution was inadvertently excluded from Resolutions 2019-3747, 2019-3751, and 2019-3782; and

WHEREAS, this purpose of this resolution is to retroactively include easements in the administration of these transactions for each of the capital improvement projects already approved.

NOW THEREFORE, BE IT RESOLVED that the Ohio University Board of Trustees hereby authorizes the Senior Vice President for Finance and Administration to execute the corresponding easements and other appropriate documentation in accordance with Ohio Law for the capital improvement projects previously approved in Ohio University Board of Trustees Resolutions 2019-3747, 2019-3751, and 2019-3782.

Trustee Cooper motioned to approve the Consent Agenda; Trustee Viehweger seconded the motion; Chair Scholl called for a vote; the resolution on the Consent Agenda passed unanimously.

Subcommittee Minutes



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Ohio University Board of Trustees

Resources, Facilities and Affordability Committee Meeting

August 19, 2019

Committee Chair Peggy Viehweger called the meeting to order. Committee members present included Trustee Steve Casciani, Trustee Diane Smullen, and Student Trustee Austin McClain. Other board members present included Chair David Scholl, Vice Chair Janelle Coleman, Trustee Cary Cooper, Trustee Matthew Evans, Trustee N. Victor Goodman, Trustee Eileen Sheil, National Trustee John Gainor, Student Trustee Justin Kelle, Faculty Representatives Robin Muhammad and Sara Helfrich; Board Secretary David Moore and President Duane Nellis.

● **State Biennial Budget Update**

Senior Vice President for Finance and Administration Deb Shaffer provided the Trustees with an update on the impact of the State Biennial budget bill, HB 166, on the University's FY20 budget approved by the board in June 2019. SVP Shaffer remarked that the budget bill was very favorable to higher education, providing tuition flexibility, State Share of Instruction (SSI) increases, and new OCOG maximum award amounts. Specific provisions include:

- A 2% increase in State Share of Instruction (SSI), 1% more than the University's FY20 budgeted increase. For FY20, an additional \$1.7M in SSI will be brought into the University budget.
- A 2% undergraduate tuition fee cap, consistent with the FY20 Board approved rates. The CPI cap moves from a 60-month average to a 36-month average for FY21.
- OCOG student financial aid maximum award increase from \$1,500 to \$2,000 for FY20 and to \$2,500 for FY21. This increase goes directly to students to offset the cost of their education.
- Program line item increases for the College of Medicine are based on the reallocation of state support to recognize enrollment growth with University Libraries anticipating no change in their budgeted FY20 state support. The Voinovich School was awarded new funding for three programs. Director of Government Relations Eric Burchard credited regional members of congress, Speaker of the House Householder and Representative Edwards, for the line item investments in these unique, OHIO programs.

The current enrollment shortfall, which has remained below the budgeted level, is projected to result in unfavorable net tuition of \$3.5M for FY20. The \$1.7M in additional SSI will help to

offset the tuition shortfall. Strategic Executive Enrollment Committee (SEEC) enrollment goals for Athens Undergraduate (UG) will be discussed during the Academics and Student Success committee.

The FY21 budget planning timeline was discussed. In addition, planning unit key performance indicators (KPIs) and dashboards are being developed for reporting mid-year performance-to-plan for cost containment and incremental net tuition strategies to balance the budget. The plan is to share an initial FY21 budget and draft KPI / Dashboard reporting to the board in January 2020, allowing for several months of review and discussion prior to final fee and budget approvals by June.

● **Treasury & Debt Update**

SVP Shaffer provided the Trustees with an update on planning for a Spring 2020, \$75M bond issuance to finance the capital improvement plan (CIP) approved in June 2019. The 2020 issue of \$75M reflects a reduction \$50M from the original FY20 \$125M planned issuance. The CIP calls for an additional \$75M in debt in FY22 to carry out the six-year programming. A resolution will be brought to the Board at the October meeting to approve moving forward with the FY20 debt issue.

SVP Shaffer shared that Standard & Poor's (S&P) reaffirmed the University's A+ stable credit rating in May, noting the institution's strong balance sheet, the overall planning culture for all functions across the institution, and that the peak in the University's debt level should start to decline as bond repayments continue. The Moody's rating call occurred in August. Preliminary results indicated that the 'Aa3 stable' rating would be maintained, noting the same positive factors as S&P, as well as the University's proactive approach to addressing problems such as declining enrollments.

In this favorable interest rate environment, debt issues will be evaluated for refinance savings. The weighted average coupon for all outstanding debt (excluding the Century Bonds) is 4.58%. The Century Bond rate is 5.59%.

SVP Shaffer also updated the Trustees on the Investment Advisor Transition from Hirtle Callaghan to Fund Evaluation Group (FEG). Chair Scholl participated in the RFP and selection process. The transition to FEG will involve members of this board participating in the risk survey and asset allocation discussions. The Foundation Investment Committee (IC), comprised of several members with significant investment expertise, has been very involved in the RFP process and selection. Director of Investments Dave Gaume staffs the activities of the IC, is managing the transition process, and will oversee development and implementation of the investment policies, consistent with the IC's decisions. Investment policy updates will to be reviewed with this Board in October with a resolution for approval presented in January 2020.

● **Resolution, Affordability & Efficiency Update**

SVP Shaffer updated the committee on the FY19 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 FY19 report, anticipated to be due to the Chancellor's office in late September / early October.

The FY19 updates to the original FY16 \$60M goal currently project \$220M in initiative savings, cost avoidance and/or revenue enhancements, up from the FY18 report of \$195M. SVP Shaffer assured Trustees that the \$220M 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 review actions (4B) and efficiency improvements resulting from the budget reduction targets (5C) levied on all units. Diversity and Inclusion (D&I), a Presidential priority for investment, and Information Technology (IT), which has undergone restructuring and reinvestment of contract savings back into the division to strengthen service to campus and provide secure operations, were exempt from targeted reductions;
- Continued health benefit plan design and cost sharing changes recommended by the Benefits Advisory Council (BAC), phased to contain escalating cost increases. IUC collaboration for health benefits has proven to be difficult to achieve; OHIO's rural location creates issues with healthcare although there is an IUC prescription drug plan;
- Textbook affordability initiatives such as Inclusive Access (opt out) and Open Educational Resources (OER) have created significant cost savings directly to students by providing low cost access to educational materials. There is considerable opportunity for additional savings to students with increased faculty adoption of these largely untapped initiatives;
- Energy cost containment through the continued proactive management of consumption and contract costs.

Trustee Scholl remarked that our conformity with Task Force mandates and the requirement for annual Board and State reporting of cost containment and avoidance have resulted in business process improvements, real efficiencies within the University and state, and have held down student costs. SVP Shaffer felt the University was already well on the way to attaining efficiencies in many of the Task Force areas but acknowledged that state mandates pushed Procurement gains by forcing major changes in purchasing practices.

The Chancellor's 2018 Efficiency Advisory Committee Report stated "Ohio's public colleges and universities collectively reported institutional cost savings of \$320M in 2018". A summary of IUC FY19 peer reporting will be shared with the Board when the information is made available.

Trustee Casciani made a motion to recommend approval of the FY19 Efficiency Reporting resolution to the full board; Trustee Smullen provided a second; the motion was unanimously approved.

- **Resolution, Declaration of Surplus Property-Cambridge Center**

SVP Shaffer discussed the Cambridge facility, located between the Zanesville and St. Clairsville campuses. The facility was purchased for \$800K with an added \$750K in improvement investments. The Cambridge location was to provide workforce training and meet the needs of area's non-traditional working students, but the facility's academic plans were not realized. The Board discussed the disappointing outcome and reinforced that significant investments in real estate, or any expansion of the University's footprint, must be supported by a viable business plan.

This request to declare the Cambridge Center as surplus property is the first monetization action out of the work of the RHE Task Force. The Board was assured that Director of Real Estate Dom Brook will be strategizing on plans for existing real estate owned and opportunities for monetization, whether that be through lease or purchase/sale.

Trustee Viehweger made a motion to recommend approval of the Declaration of Surplus Property-Cambridge Center resolution to the full board; Trustee Casciani provided a second; the motion was unanimously approved.

- **Resolution, Easement Renewal Process**

SVP Shaffer discussed the backlog of easement renewals and the current cumbersome process to renew existing easements. This action will allow for more efficient execution on easement renewals only; all new easements will be brought to the Board for action.

Trustee Viehweger made a motion to recommend approval of the Easement Renewal Process resolution to the full board; Trustee Casciani provided a second; the motion was unanimously approved.

- **Consent, Retroactive Easement Approval**

The Retroactive Easement resolution grants the SPVFA authority to execute easements for projects approved by the Board at their prior three meetings – January, March and June 2019. All future Capital Projects resolutions will include language granting the easement execution authority to the SVPFA.

Trustee Viehweger made a motion to retain the Retroactive Easement Approval resolution on the Consent Agenda; Trustee Casciani provided a second; the motion was unanimously approved.

- **Resolution, Capital Projects**

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

- Stocker Roof Replacement project to replace the clay tile pitched roof with a budget of \$3.3M
 - Trustee Casciani asked about the \$495K attributed to design, 20% of construction costs. Discussion ensued on whether there has been consideration for hiring an inhouse Architect. SAVP Wood shared that the University's capital projects vary from housing and dining facilities to sporting venues, academic buildings, utility systems and laboratories. It is cost efficient and the University's liability is limited by employing firms with the proper expertise and support staffs. Also, costs included in the 'Design' phase are inclusive of design, engineering, code and permitting, and a myriad of other fees depending on the project. SVP Shaffer will provide trustees with information that includes the roles / activities involved in the 'Design' phase, breakdown of actual spend on components of 'design' for various projects, and peer benchmarking for achieving design services on construction projects and typical costs.
- Porter and Lindley Halls Window Replacement project replacing over 640 windows with budget approval for \$2.89M
 - awaiting the decision from the OAQDA on Energy Performance Bond use; this is a priority deferred maintenance project so if bond use is denied by the state the project will continue with alternative fund sources to be identified
- Alden Library Air Handlers 3 and 4 Replacement \$1M project

- Campus Steam System Repairs 2020 improvements project for \$750K
- Morton Chilled Water Connection project for \$610K

Trustee Viehweger 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, Capital Projects – 29 Park Place and Carriage House Renovation and ADA Improvements**

SAVP Wood reminded the Trustees of the March 2018 action, Resolution 2018-3688, to reassign 29 Park Place (29 PP) and the Carriage House for use as an Academic Engagement Center. As part of the Park Place Planning strategy, alumni, campus and the local community engaged in discussions of how to reimagine this historically significant, core space. 29 PP is central to the development of the boulevard and prominent in the vision of the Academic Engagement Center. The project is pivotal to other interrelated project schedules across campus but due to the current construction bid environment and unanticipated building code and ADA requirements the original approved budget of \$2.3M is insufficient.

The amended budget of \$3.5M provides complete renovation of 29 PP, addressing significant deferred maintenance and accessibility issues. The 50% increase in project costs includes remediation of the significant deferred maintenance issues, complying with building code and ADA requirements for converting the residential house into an administrative/commercial facility, the current premium pricing for construction materials, and the regional construction bid environment reflecting firms are busy and reluctant to incur costs to ramp up in Athens. The Office of Community Engagement and Experiential Learning will be housed on the 3rd floor of 29 PP.

How are these types of cost increases being factored into current project requests? SAVP Wood responded that in the current environment, an increased contingency of 20% is being built into capital project estimates. Many of the city and University projects are coming in over their estimates due to contractor premium pricing. SVP Shaffer explained that bringing the 29 PP project in August, with the current bids, was not optimal but it was deemed the right decision to address all 29 PP infrastructure, safety and accessibility issues prior to occupancy. The 29 PP timing relative to the other campus interrelated projects is also critical. Regarding the funding for the increase, SVP Shaffer noted that the multi-year budgets have factored in debt service for a \$125M bond issuance when only \$75M will be issued in 2020. The excess debt service budgeted will be sufficient to cover the increased costs for this project.

Trustees requested an update of what risks are inherent in the capital plan, based on where the projects are in the capital planning through project execution process.

Trustee Viehweger made a motion to recommend approval of the Capital Projects – 29 Park Place and Carriage House Renovation and ADA Improvements resolution to the full board; Trustee Smullen provided a second; the motion was unanimously approved.

- **Maintenance, Operations & Sustainability Update**

SAVP Wood shared updates on recent deferred maintenance projects that have been accomplished with in-house labor. The highlighted projects from summer 2019 were 35 Park Place exterior upgrades, Bicentennial Park chad repairs, and Trisolini House repairs.

SAVP Wood shared energy efficiency metrics which reflected positive trending in consumption and spend as well as progress on campus utility metering, approximately 90% metered to date. Also shared were data reflecting positive trends in customer satisfaction, work order backlog, and movement from corrective to preventative maintenance. Benchmarking data from the Association of Physical Plant Administrators (APPA) reflect OHIO costs as compared to Carnegie classification - Doctoral/Research peers and Midwest region peers (MAPPA) and inform the unit's annual goals.

The Sustainability update reflected the new FY19 designations received. The Office of Sustainability is working with Voinovich School to develop a sustainability evaluation tool to assess the societal return on investment. Progress made within the three Sustainability Hubs was reviewed and the office is currently in the process of working with campus and the community on revisions to the 2011 Sustainability Plan. The new plan will be shared with the Board following the public vetting and finalization. STARS ratings show that OHIO improved in each of the four AASHE categories from FY15 to FY18 and performed better than the average for all universities.

- **Information Items:**

- Facility Project Updates – the information reports for Facility and Planning Projects are shared as part of each Board agenda.

Ohio University Board of Trustees
University Academics and Student Success Committee
Ohio University— Russ Innovation Center, Beavercreek, Bldg. 70
Monday, August 19, 2019

Present:

Committee members: Trustees Cooper, Evans, Goodman, Kelley, Scheil

Other members: Trustees Scholl, Casciani, Coleman, Gainor, McClain, Smullen, Viehweger

Board Secretary David Moore, Faculty Representative Sara Helfrich, President M. Duane Nellis, Executive Vice President and Provost Chaden Djalali

Committee Chair Cooper called the meeting to order at 1:59 p.m.

Academic Quality—University Dashboard

EVPP Djalali introduced Dr. Loralyn Taylor, Interim Associate Provost for Institutional Research & Effectiveness, to present OHIO's new dashboard design framework and a dashboard project update, as well as the next steps for finalizing and rolling out the new dashboards (*refer to Tab 1 of agenda*).

Trustee Goodman noted that while six-year graduation rates are reported on the dashboard, the OHIO Guarantee is structured around a four-year graduation timeline; he asked if the four-year graduation rate could be tracked instead. IAP Taylor responded that the six-year graduation rate is a traditional measure in federal reporting and is typically of interest to external audiences, but she added that the four-year rate could be tracked as well for internal purposes.

Trustee McClain asked whether underemployment data could be tracked. IAP Taylor replied that this would be a valuable metric, but she was not sure where it could be obtained. She said the most detailed employment data currently comes from the Ohio Department of Job and Family Services, but the state of Ohio is working on a data-sharing agreement with the U.S. Bureau of the Census and the Bureau of Labor Statistics, so it might become possible in the future to track underemployment.

Trustee Goodman stated that many measures related to student success are discipline-specific, and he asked how those measures could be built in. IAP Taylor said that OHIO conducts surveys of alumni at one and five years after graduation, and this might be a source to compile that kind of data. She also noted that OHIO has access to some fairly detailed employment information on the approximately 70 percent of alumni who are employed in the state, with the exception of those who are employed by the federal government or are self-employed, so

shorter versions of the alumni survey could be sent to those alumni for whom we receive Ohio data.

Trustee Gainor asked how we handle data collection on out-of-state alumni and how to overcome the focus on in-state alumni. EVPP Djalali noted that state legislators particularly want to see data on Ohio, which indicates the need for targeted dashboards to address different constituencies with particular interests. But he agreed that metrics showing out-of-state alumni are important to other constituencies. He added that other institutions report employment rates on all their alumni and where they are employed, and OHIO needs to be able to provide this kind of data.

Board Chair Scholl said he would like to see some type of metric indicating how well OHIO translates donors' financial aid into student success, as well as an access-related or transformation-related metric. He also inquired about the feasibility of creating personalized dashboards that first-year students could develop with the help of their mentors, monitor over the course of their college careers and even maintain and continue to contribute to after graduation; such a resource could provide a great deal of data on outcomes and success measures. Trustee Viehweger also expressed interest in this idea, particularly for those in the medical field. Trustee Coleman added that the data could be useful for rankings and identifying points of pride as well.

Trustee Goodman asked how we measure what students have learned. IAP Taylor replied that OHIO conducts extensive student-learning assessments as part of the process of institutional accreditation. She said the internal program-review process requires programs to show they are meeting learning objectives.

Standing Reports and Updates

One OHIO Update

EVPP Djalali introduced Regional Higher Education (RHE) Study Committee Co-Chairs Dr. Brad Cohen, Chief Strategy and Innovation Officer, and Dr. Nicole Pennington, Interim Dean of Regional Higher Education and Dean of OU–Southern Campus, to present an update on the One OHIO transition (*refer to Tab 2 of agenda*).

Board Chair Scholl noted that the low and high ends of projected savings, \$3 million to \$9 million, are quite far apart. He asked how we could ensure we achieve savings more toward the high end. CSIO Cohen said this is a very rough range, but that what savings we can achieve will depend on how many efficiencies we can ultimately realize and how much we can leverage our infrastructure in the near term. VPFA Shaffer said that many of the savings and revenue projections are incorporated in the \$65 million estimate in the University's budget book.

Board Chair Scholl noted that several milestones appear not to be met. Interim Dean Pennington replied that these apparent delays are due merely to a delay between the time the presentation was prepared and the meeting; several have since been met.

Committee Chair Cooper asked what market demand for courses and programs is like. CSIO Cohen replied that they are working with partners to do market forecasting and will share more detailed information about that process during the Friday Board meeting. He noted that they are seeking to become more responsive to genuine market opportunities, and he added it will be important to be able to make realistic projections about the revenue potential we could reasonably expect from each opportunity.

President Nellis noted Brad Cohen's new title as Chief Strategy and Innovation Officer and also recognized new Deputy Chief Strategy and Innovation Officer Laura Myers. He also noted Nicole Pennington's new dual role as Executive Dean of Regional Higher Education, as well as Dean of OHIO's Southern Campus.

Accreditation Update

Dr. Loralyn Taylor, Interim Associate Provost for Institutional Research & Effectiveness, 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 cycle over the next two years (*refer to Tab 3 of agenda*).

Committee Chair Cooper asked for more clarification on the HLC's feedback indicating that "Decentralized processes should be balanced by institutional control." IAP Taylor replied that one example is the University's student-complaint process, which lacks a central repository to collect and monitor responses. She noted that another example is the fact that data on faculty qualifications are maintained by the units and not centrally. She said HLC is not concerned that we are not doing these things; they just want the University to move to a more centralized repository structure for these kinds of data.

Board Chair Scholl asked whether a non-academic program review process had previously been done for non-academic units. IAP Taylor responded that such a process once existed but had been discontinued, and the University must now restart it.

Program Accreditation Reports 2018–2019

EVPP Djalali presented a list of 10 programmatic accreditations updated in 2018-19 (*refer to Tab 4, p. 52 of agenda*).

There were no questions about the list. President noted that he recently participated in the Physician Assistant Program's White Coat Ceremony in Columbus and that the program was recently reaccredited by its programmatic accreditation body. IAP Taylor added that programmatic accreditations such as this send a strong signal to the marketplace about the quality of our academic programs.

Sexual Misconduct—Prevention and Support

EVPP Djalali introduced Dr. Jason Pina, Vice President for Student Affairs, who in turn introduced Mark Ferguson, Associate Dean of Students for Well-being; Terry Koons, Associate Director of Health Promotion; Kim Castor, Director of the Survivor Advocacy Program; Dr. Geneva Murray, Director of the Women's Center; and Mathew Hall, Assistant Director of Health Promotion, to present the work being done at OHIO on sexual-misconduct prevention and support (*refer to Tab 5 of agenda*).

Trustee Evans asked about the eight percent of faculty/staff shown as not having completed the EverFi online sexual-misconduct training. Kerri Griffin, Director of Civil Rights Compliance, explained that the eight percent includes every individual who has ever been assigned to the online course, whether or not they are still at the University. Because the employee roster includes contingent faculty, the completion percentage is a very dynamic number. She noted that they are also working to promote greater completion rates.

Committee Chair Cooper asked whether "assault" for the purposes of the incoming-student survey included physical assaults or offenses such as stalking. AD Koons replied that the survey asked if the assault was sexual in nature; he further added that the survey asked whether the assault occurred before the student arrived on campus and if the student had experienced more than one assault.

Committee Chair Cooper asked whether the office has the resources they need to do this work. The presenters responded that training is most effectively done in "doses" rather than one time, and that a population-level initiative toward culture change will ultimately produce more lasting change than prevention efforts. They also noted that it is important to include graduate students not just the undergraduate population in outreach efforts.

Trustee Sheil asked whether the Survivor Advocacy Program has adequate counselor resources. SAP Director Castor responded that she is comfortable with the current level of staff, all of whom are trained, certified, full-time advocates. She added that SAP clients get to know each of the advocates, and they are assured that if they don't feel a sufficient rapport with one advocate it is perfectly fine to switch to another.

Trustee Smullen asked about the adequacy of lighting on campus. VPSA Pina responded that lighting has been improved in recent years, and staff conduct walk-arounds and coordinate with the City of Athens to monitor lighting needs. President Nellis also stated that the University has implemented new security cameras and launched a new app students can use to summon help. VPSA Pina added that of the approximately 800 cameras, 700 are deployed around residence halls. He also said that the new app, which Student Senate took the lead in implementing, is now live and will be promoted to students through a continual communication campaign beginning soon.

Board Chair Scholl noted that the fact that this much work has taken place 11 months after students pressed the issue is significant. He remarked on the University's upcoming hosting of a national conference, as well as the impressive level of professionalism and compassion exhibited by the presenters. He said he feels much more comfortable about the level and quality of support we are increasingly able to provide students.

Trustee McClain stated that as a student, he has seen a significant change in the culture of campus from his freshman to his senior year, and he thanked the presenters for their work.

There being no further business, Committee Chair Cooper adjourned the meeting at 3:33 pm.



OHIO
UNIVERSITY

Ohio University Board of Trustees

Executive Committee Meeting

Thursday, August 19, 2019

Beavercreek, OH

Chair Scholl called the meeting to order at 9:03am.

Present: Chair David Scholl; Vice Chair Janelle Coleman; Trustees Steve Casciani, Cary Cooper, Matthew Evans, Victor Goodman, Eileen Sheil, Diane Smullen, Peggy Viehweger; Student Trustees Austin McClain and Justin Kelley, National Trustee John Gainor; President Duane Nellis, Executive Vice President's Deb Shaffer and Chaden Djalali, General Counsel Barb Nalazek, and Board Secretary David Moore.

The Committee discussed the upcoming Board of Trustees Retreat

Chair Scholl adjourned the meeting at 9:56 am.