



OHIO
UNIVERSITY

**Ohio University Board of Trustees
August Meeting of the Board of Trustees
Tuesday, August 22, 2017
Dublin Campus – Dublin Integrated Education Center
Minutes**

Chair Janetta King called the June Meeting of the Ohio University Board of Trustees to order at 3:18pm.

Board Secretary David Moore called roll.

Present: Chair Janetta King, Vice Chair Dave Scholl; Trustees Steve Casciani, Janelle Coleman, Cary Cooper, Victor Goodman, Dell Robinson, Diane Smullen, Peggy Viehweger; Student Trustees Brooke Mauro and Faith Voinovich, National Trustees Dave Pidwell, and Laura Brege, Alumni Representative Ron Teplitzky; President Duane Nellis, and Board Secretary David Moore.

Chair King asked to approve the agenda for the 2017 August Meeting of the Board of Trustees. Trustee Robinson moved to approve the agenda; Trustee Cooper seconded; Chair King called for a vote; with all in favor, the agenda was approved.

Chair King asked to approve the minutes of the June 2017 meeting of the Board of Trustees; Vice Chair Scholl moved to approve the minutes; Trustee Viehweger seconded; Chair King called for a vote; With all in favor, the minutes were approved.

Chair King welcomed everyone and described the upcoming activities at Board's retreat; she stated, This will be the Trustees first retreat with President Nellis. As you all have noticed President Nellis has been spending a good part of his summer gathering information and talking with constituents to help set the strategic direction of the university. President Nellis' outreach in this area will continue into the fall. In the retreat, the Trustees are going to use our time to discuss, broadly, the strategic opportunities that universities have in the 21st century. Our goal, like all of the constituents that President Nellis is reaching out to, is to provide some context and perspectives that will assist President Nellis is building his strategic plan.

Chair King introduced Trustee Steve Casciani who was appointed to the Board by Governor Kasich the week before.

Chair King further acknowledged a number of staff who helped make the August meeting possible.

Steve Golding: our chief executive overseeing the Dublin campus,

Ginny Valentin: Director for Central OH Programs & Partnerships,

Amanda Mikkelson, Event and Conference Services Manager, and Tom Martin, Technical Coordinator here at the Dublin Campus.

Lastly, Chair King recognized the following staff who provided assistance in documenting the meeting: Dawn Weiser, Laura Risler, Brian Ennis, and Kevin Price.

President's Report

Chair King asked President Nellis to present his Presidential Report.

President Nellis reported that he has visited all of the regional campuses and that the meetings with students in particular have been emotional and overpowering. Each regional campus is unique and has important story on its own. He described his summer as the “summer of engagement.” He reviewed the community and regional events that he has attended since beginning the presidency including:

- Tours of Food Studies Garden, Southeastern Ohio Historical Society, Innovation Center, The Ridges, and Baker Center
- Meetings with government officials including Athens Mayor Steve Patterson and City Council President Chris Knisely, Governor John Kasich's leadership staff, Senate President Larry Obhof, and others
- One-on-one discussions with President Emeritus Rod McDavis and President Emeritus Charles Ping*
- Interacting with university presidents from around the country at the summer meeting of the Association of Public and Land-grant Universities (APLU)
- Welcoming the Universiti Teknologi MARA (UiTM) delegation from Malaysia to Ohio University; a university we have had a long-term positive relationship
- Attending artistic productions of Caroline, Or Change at the Tantrum Theater, Concert Under the Elms on College Green, the Lancaster Festival with the Lancaster Symphony Orchestra on Lancaster campus, the Ohio Valley Summer Theater's production of Hairspray at the Forum Theater, and the School of Art & Design's Exhibition of At First Sight: A Survey of Foundation Methods.
- Time in the classroom with the Center for International Studies' Swahili class
- Interviews with local, regional and Columbus media
- Naming of interim appointments to various roles in senior leadership and creating search committees to find suitable candidates for long-term success
- Celebrations of Jefferson Hall Grand Reopening, Upward Bound's 50th Anniversary, and Heritage College of Osteopathic Medicine's White Coat ceremony among many other activities.

President Nellis mentioned that Money Magazine ranked us Ohio University 19th in nation of fastest growing universities and number 1 in sports management.

President Nellis then introduced Senior Director of Central Ohio Programs and Partnerships, Ginny Valentin and *Associate Professor of Biomedical Sciences*, Timothy Cain's presentation on the Heritage College of Osteopathic Medicine's (HCOM) youth

programming. They reviewed two summer camps and recognized partners that assisted in supporting the programs. The programs provide opportunity for HCOM students to outreach into the community. The programs had more applicants than could be accommodated.

Associate Professor Timothy Cain invited Jessica Motley, Ellen Tan (both medical students) and Alexa Niermeyer (Physician Assistant student) who led the camps as counselors to share their experiences with the camp. Alexa said these service learning experiences are invaluable. Trustees asked a series of questions on the value of the experience.

Online Learning Strategy Discussion

Chair King asked Vice Provost (VP) Brad Cohen to come forward and lead the discussion on Ohio University's Online Learning efforts.

VP Cohen provided an overview of online learning at Ohio University. He noted that Distance Learning is not new but the technologies continue to evolve. VP Cohen showed a video of four different types of online learning and their characteristics. VP Cohen reviewed the evidence for quality in online courses; he stressed that there did not appear to be any difference between online and face-to-face (f2f) as far as outcomes. He further stressed that a well-designed learning experience was the most important factor in quality.

VP Cohen indicated that the rate of growth is faster in online courses than f2f enrollment and that public institutions are the provider of choice. Regionalism, students affiliating with a regional institution, is a prevalent phenomena but is changing which will result in increased competition. He indicated that over 25% of OU students are fully online and that OU students are utilizing online courses at a lower rate than many peers.

VP Cohen stated that online learning is a modality; it is a space where students and teachers can meet just like any other course. He stated that online learning is best done when overseen and integrated into the academic units to promote functional alignment of marketing and enrollment with the rest of the university.

VP Cohen stated that OU needed to be able to create capacity to respond to market opportunities and that working with vendor partners should be considered on a case by case basis based upon that strategic competency of the university.

VP Cohen invited Dean Randy Leite of the College of Health Sciences and Professions and Dr. Heather Lawrence-Benedict, *Robert H. Freeman Professor in Business*, to join him in the discussion.

Trustee Cooper asked how much time it takes to create a quality course. VP Cohen replied that it depends on what kind of course and what kind of experience you are creating; roughly \$15-20K for a standard course. Dean Leite mentioned that there does need to be some front loading to prepare.

Dean Leite said that he has taught very large classes at other universities and online seems to have a more intensive interactive teaching experiences.

Trustee Teplitzky asked about the interaction of textbooks. VP Cohen suggested that online often ask the question if a textbook is necessary.

National Trustee Pidwell asked about economies of scale. Dean Leite mentioned that there are some economies of scale but like other courses on current topics the curriculum in constant change which may limit scaling. Dr. Lawrence-Benedict mentioned there were ways to repackage a course depending on context.

Trustee Coleman asked if any online learning opportunities were happening outside of the US and providing access to international students? Dr. Lawrence-Benedict said that, yes, travelling students can certainly take advantage of these opportunities.

Trustee Scholl mentioned College Credit Plus and that the university can expand downward in addition to lifelong learning.

Chair King thanked the panelist and announced that it was time to move on to committee highlights and resolutions.

Committee Reports and Information Items

Joint Resources & Academics Committee

Chair King asked Vice Chair Scholl to give the Joint Committee Report. Vice Chair Scholl stated that the joint committee had an update on the university's budget and its reconciliation to the state budget, an update of affordability and efficiency, a review of the Strategic Enrollment Planning Process, and a review of the efforts on campus to prevent power-based personal violence.

Vice Chair Scholl stated that the details of the presentations are in the agenda online and the details of our discussion will be in the minutes. Chair King thanked the committee.

Academics and Student Success Committee

Chair King asked Trustee Goodman to give the Academics and Student Success Committee Report. Trustee Goodman stated that the Academics Committee received the University Dashboard from Provost Descutner and Associate Provost Wharton, as well as an update on Duplicate Programs from Provost Descutner. Trustee Goodman also reported the Committee received a report on Corporate Engagement from Dean Sherman.

Trustee Goodman reported that there were no resolutions or consent agenda items to bring forward.

Finally, Trustee Goodman reported that detailed minutes of the committee's discussions will be made available on the Board of Trustees website. Chair King thanked the Committee.

Risk Management Committee

Chair King asked Trustee Viehweger to give the Risk Management Committee Report. Trustee Viehweger stated that the Audit Committee received an update from our external auditors, Plante Moran as well the Chief Audit Executive's Report from Jeff Davis which included updates on the FY18 Audit Plan, internal audits quality assessment and improvement program, unresolved audit recommendations, and finally the committee received an external audit contract extension update.

Trustee Viehweger reported that there are no consent agenda items and no resolutions from the Risk Management Committee.

Trustee Viehweger concluded by stating that the detailed minutes of the committee's discussion will be made available on the Board of Trustees website. Chair King thanked the Committee.

Governance and Compensation Committee

Chair King asked Trustee Cooper to Give the Governance and Compensation Committee Report. Trustee Cooper stated that the Governance Committee reviewed a proposal to modify the bylaws. The proposed amendment was distributed over 30 days ago to the Trustees as required. The proposed modification of the bylaws changes the name of the Risk Management Committee to the Audit and Risk Management Committee. There are no other modifications.

AMENDMENT TO BOARD BYLAWS

RESOLUTION 2017 --3659

WHEREAS, Article VI (d) of the Bylaws of the Ohio University Board of Trustees provides that the Governance and Compensation Committee shall review the Bylaws to determine whether any changes are appropriate; and

WHEREAS, the Governance and Compensation Committee has reviewed the Bylaws and has recommended that they be amended as indicated in Exhibit A;

NOW THEREFORE, BE IT RESOLVED that the Board hereby approves an amendment to its Bylaws in the form attached hereto as Exhibit A.

Bylaws of the Ohio University Board of Trustees

Revised March 17, 2017

Revised August 27, 2015

Revised August 28, 2014

Revised April 19, 2013

Revised September 6, 2012

Revised April 24, 2011

Revised February 10, 2010

Revised January 23, 2009

Revised February 8, 2008

Revised December 17, 2004

Revised September 20, 2002

Revised June 23, 1990

Revised July 14, 1989

Article I. Corporate Authority and Bylaws

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

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

Section 3. The Board shall comprise nine Trustees and two student Trustees, all appointed by the governor of the State of Ohio in accordance with Section 3337.01 of the Ohio Revised Code. The Board shall also include two national Trustees and the chair of the Ohio University Alumni Association Board of Directors or his or her

designee. One national Trustee shall be appointed by the Board for a term of one year beginning on July 1, 2010. One national Trustee shall be appointed by the Board for a term of three years beginning on July 1, 2010. Thereafter, both national Trustees shall serve terms of three years

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

Article II. Officers of the Board

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

- (a) Chair
- (b) Vice-Chair
- (c) Secretary
- (d) Treasurer
- (e)

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

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

Section 4. The Secretary shall keep minutes of all Board meetings and shall promptly distribute copies to all Board members. He or she shall be responsible for the orderly preservation of all records pertaining to Board business, and shall perform all other duties customary to the office or assigned by the Chair or by Board action.

Section 5. The Treasurer shall be responsible for the fiscal management of the University, including supporting budget preparation, the preparation of all officially required financial reports, management of investments, coordination of audits with auditors, including federal and state auditors, overseeing relationships with financial reporting agencies, and all other financial responsibilities generally or specifically assigned by the Board or the President.

Article III. Election of Officers

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

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

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

Article IV. The President and Presidential Duties

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

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

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

Article V. Meetings

Section 1. Regular Meetings. The Board shall hold no fewer than five (5) regular meetings a year, with the date and time fixed in accordance with the provisions of Article II. Section 2.

Section 2. Special and Emergency Meetings. Special and emergency meetings may be held upon the call of the Chair or upon the written request of three (3) Board members to the Secretary

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

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

shall be cause, at the pleasure of the Chair, for reporting such delinquency to the appropriate authority of the State of Ohio.

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

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

Article VI. Standing and Special Committees

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

1) Academics and Student Success

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

2) **Audit and** Risk Management

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

and the necessary and proper conduct of the University's business and affairs.

3) Governance and Compensation

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

4) Resources, Facilities and Affordability

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

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

Board, except those wherein the Board has delegated to the Executive Committee or the President full power to act for the Board.

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

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

Article VII. Parliamentary Authority

Section 1. When not in conflict with any of the provisions of these Bylaws, the Robert's Rules of Order Newly Revised shall govern the proceedings of the Board.

Trustee Cooper motioned to approve the resolution; Trustee Coleman seconded; Chair King called for a vote; the motion passed unanimously.

Trustee Cooper also reported that the Governance and Compensation Committee began a conversation on topics to consider at future meetings. This conversation will continue in tomorrow's retreat.

Trustee Cooper stated that there are no consent agenda items and not further resolutions from the Governance Committee and that detailed minutes of the committee's discussion will be made available on the Board of Trustees website.

Resources, Facilities and Affordability Committee

Chair King asked Trustee Coleman to give the Resources, Finances, and Affordability Committee Report.

Trustee Coleman reported that the Committee received a review of the endowment, an analysis of the university's maintenance and operations efficiency, the annual sustainability report update, an overview of the Administrative Space Strategy, and a Treasury and Debt update.

Trustee Coleman stated that the following consent agenda items were reviewed by the committee and are recommended for inclusion and full board approval as part of the Consent Agenda:

- Consent Agenda Item: Facility Projects – Design
This resolution authorizes the University to undertake the following design projects.

SIEGFRED HALL CHILLED WATER CONNECTION
- Consent Agenda Item: Facility Projects – Construction
This resolution authorizes the University to undertake the following design projects.

BRYAN HALL RESTROOM UPGRADES 2018,

THE OUL BRASEE HALL EXTERIOR LIMESTONE PANEL REPAIRS,

AND THE SOUTH POLE CONVERSION TO LOUNGE/HUB
- Consent Agenda Item: AEP Utility Easement
This resolution authorizes to approve an easement to permit America Electric Power to install an underground line to connect the sub-station at 79 Factory Street to an AEP utility pole on the corner of South Shafer Street and Riverside Drive.
- Consent Agenda Item: Cell Tower Leases
This resolution acknowledges and approves existing ground leases for two

cell towers on University-owned land) 1 just south of Route 33 and the other adjacent to Ridges water tower)

Trustee Coleman stated that there were no resolutions or further consent agenda items to bring forward and that detailed minutes of the committee's discussions will be made available on the Board of Trustees website. Chair King thanked the Committee.

Executive Committee

Chair King gave the Executive Committee's Report stating, that the Executive Committee had a briefing on the alcohol policy at Peden Stadium and had briefing on pending policies. Chair King stated that no additional issues were discussed.

Consent Agenda

Chair King stated that the board has an intact consent agenda and asked for a motion to approve of the consent agenda. Vice Chair Scholl moved to approve the consent agenda; Trustee Robinson seconded; with all in favor, the consent agenda was approved as follows:

**APPROVAL TO PROCEED WITH DESIGN FOR THE
SEIGFRED HALL CHILLED WATER CONNECTION
RESOLUTION 2017 - 3660**

WHEREAS, for the Seigfred Hall Chilled Water Connection project, University administration requests approval for the total project budget of \$850,000 and authorized expenditures of \$110,000 to undertake design through contract administration;

NOW THEREFORE, BE IT RESOLVED that the Ohio University Board of Trustees approves the requests described above, authorizes the receipt of appropriate bids or proposals and authorizes the President or his designee to accept and award contracts within the total project budgets identified.

**APPROVAL TO PROCEED WITH DESIGN THROUGH CONSTRUCTION
FOR**

**THE BRYAN HALL RESTROOM UPGRADES 2018,
THE OUL BRASEE HALL EXTERIOR LIMESTONE PANEL REPAIRS,
AND THE SOUTH POLE CONVERSION TO LOUNGE/HUB**

RESOLUTION 2017 - 3661

WHEREAS, for the Bryan Hall Restroom Upgrades 2018 project, University administration requests approval for the total project budget of \$2,000,000 and authorized expenditures of \$2,000,000 to undertake design through construction;

WHEREAS, for the OUL Brasee Hall Exterior Limestone Panel Repairs project, University administration requests approval for the total project budget of \$610,000 and authorized expenditures of \$610,000 to undertake design through construction;

WHEREAS, for the South Pole Conversion to Lounge/Hub project, University administration requests approval for the total project budget of \$1,000,000 and authorized expenditures of \$1,000,000 to undertake design through construction;

NOW THEREFORE, BE IT RESOLVED that the Ohio University Board of Trustees approves the requests described above, authorizes the receipt of appropriate bids or proposals and authorizes the President or his designee to accept and award contracts within the total project budgets identified.

**RESOLUTION TO APPROVE UTILITY EASEMENT REQUEST
FROM AMERICAN ELECTRIC POWER**

RESOLUTION 2017 - 3662

WHEREAS, the Ohio Power Company, an operating company of American Electric Power (“AEP”), has requested the University’s approval of an easement to permit installation of an underground line to connect the sub-station at 79 Factory Street to an AEP utility pole on the corner of South Shafer Street and Riverside Drive;

WHEREAS, part of this underground line will be on University land (.77 acres) and part will be on City of Athens land;

WHEREAS, the connection will enhance services and capacity for the University; and

WHEREAS, this request has been reviewed and approved by University staff and the Ohio Department of Administrative Services.

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees hereby approves the request by AEP for a 25-year utility easement as depicted in the attached map in exchange for a one-time payment of \$1,542.06.

BE IT FURTHER RESOLVED, that the Board of Trustees hereby authorizes the President or his designee to execute the corresponding easement and other appropriate documentation in accordance with Ohio law.

Easement area highlighted below.



RESOLUTION TO APPROVE CELL TOWER GROUND LEASES

RESOLUTION 2017 - 3663

WHEREAS, in 2004 and 2009, Ohio University entered into ground leases with Verizon Wireless to allow for the construction of cell towers on University-owned land in two locations, one just east of State Route 33 near what is presently the city's water treatment facility and a second adjacent to the Ridges water tower;

WHEREAS, the leases subsequently were assigned to American Tower Corporation;

WHEREAS, the ground leases will expire in 2029 and 2034 and currently provide annual consideration of \$12,042.24 and \$13,200.00, respectively, subject to escalators that will automatically increase the annual payments at defined points during the lease term; and

WHEREAS, to ensure transparency and consistency in the evaluation of ground leases, and in connection with the University's efforts to standardize its approach to cell tower leases, it is appropriate to advise the Board of these existing ground leases.

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees hereby acknowledges and approves the ground leases described above.

Unfinished Business

There wasn't any unfinished business.

New Business

There was no new business.

Communications, Petitions, and memorials.

Chair King asked Interim Provost Descutner to come forward. Chair King stated, Interim Provost Descutner would you please come forward. On behalf of the board I wanted to take this opportunity to thank you for your recent service as Interim President. We called on you to serve the University while we were still searching for a permanent president. It was an enormous responsibility and you took it on with grace, integrity, and professionalism. You've been crucial in the successful transition and onboarding of President Nellis and of course your service continues as Interim Provost. Chair King then read the Certificate of Appreciation:

OHIO UNIVERSITY
August 22, 2017
CERTIFICATE OF APPRECIATION
presented to
DAVID DESCUTNER

Interim President & Special Assistant to the President, February 18, 2017 – July 11th, 2017

FOR your distinguished service as Interim President of Ohio University;

FOR your consistently demonstrated readiness to serve in essential leadership roles in all areas of the University;

FOR your effortless adaptability in responding to shifting situations and climates;

FOR your sophisticated and detailed knowledge of University infrastructure, programming, and culture, which you transmit to others with enthusiasm;

FOR your relentless support of Ohio University's students, faculty, staff, and alumni;

FOR your tireless commitment to upholding the mission of Ohio University, serving as a driving force in promoting the intellectual and personal development of students;

FOR your unwavering interest in all arenas of our students' college experiences – whether academic, political, social, or financial – and for your dedication in finding institutional solutions to improve our students' collective wellbeing;

FOR your work to advocate for the many talented, innovative, and inspiring faculty members and students in our university community;

FOR your assiduous work to position Ohio University for continued national excellence and a strong academic future;

FOR those personal and professional qualities of loyalty, dedication, fairness, and kindness which have brought you the respect of colleagues, students, and alumni and our deep regard;

WE thank you and affirm our appreciation.

Conferred as a Mark of Esteem by the
President and the Board of Trustees of Ohio University.

Secretary Moore announced that the next meeting of the Ohio University Board of Trustees would be on October 19th and 20th, 2017 at the Athens OH campus.

The August Meeting of the Ohio University Board of Trustees adjourned at 4:54pm.



OHIO
UNIVERSITY

**Ohio University Board of Trustees
University Academics and Student Success Committee
Dublin Campus - Dublin Integrated Education Center
Tuesday, August 22, 2017
Minutes**

Present: Committee Chair N. Victor Goodman; Trustees Dell Robinson, Dave Scholl, Peggy Viehweger; National Trustee Laura Brege; Student Trustee Faith Voinovich; Faculty Representative David Thomas

Committee Chair Victor Goodman called the meeting to order at 1:07 p.m.

Academic Quality— Regional Higher Education Dashboard Update

Interim Executive Vice President and Provost (IEVPP) David Descutner introduced Barbara Wharton, Associate Provost for Institutional Research and Effectiveness (AP), to present the University Dashboard.

AP Wharton noted that the university dashboard was developed in 2011. Aligned with OHIO's strategic plan, it communicates the current state of Ohio University and the progress toward the strategic priorities outlined in its 4x4 strategic plan. It includes some financial information but mostly measures of student success. AP Wharton pointed out several indicators of particular interest:

- Retention of first-year students increased from 79.1% for the 2014 entering cohort to 81.5% for the entering cohort of 2015.
- The retention rate of Group I faculty reached a five-year high of 97% in 2015–16.
- The number of on-line courses and programs has shown steady growth over a six-year period. There has been a 65% increase in the number of students taking all on-line classes and a 121% increase in students taking a mixture of traditional and on-line classes, despite a gradual decline in traditional enrollments. AP Wharton noted that these figures are higher than the average among Ohio public institutions and Carnegie peer institutions. She added, however, that comparisons are complicated by the fact that OHIO's online numbers are combined with the main campus and not considered a separate "campus" as at many other institutions.
- Participation in OHIO's Research and Creative Expo continues to grow every year. IEVPP David Descutner noted that this event is a great

moment in the academic year and provides evidence of not only student achievement but also the engagement of the university's faculty.

- OHIO has invested significant effort and resources into boosting four-year graduation rates. AP Wharton cited the following examples:
 - Starfish, a software solution designed to improve student support and retention, streamlines information collection and processes needed to communicate with students and connect them with support services they may need. The application can tailor specialized and timely messages to each unique student.
 - OHIO is partnering in a national grant-funded project with the University of Virginia to study the effectiveness of “nudging” interventions at encouraging third- and fourth-year students to complete their degrees in four years.
 - The OHIO Tuition Guarantee provides a financial incentive for four-year completion, though it is too early to tell what impact it will have on retention and completion rates. In addition, other institutions are moving toward similar tuition structures. National Trustee Brege asked whether the Tuition Guarantee is applicable to students in the summer; AP Wharton stated that it is.
 - The State of Ohio is encouraging the development of 3-year pathways and promoting College Credit Plus (CC+), which can help students progress more quickly toward a degree. Faculty Representative Thomas asked how the impact of CC+ on OHIO compares to its impact on a more urban institution such as the University of Cincinnati. Senior Vice Provost for Strategic Enrollment Management (SVP) Craig Cornell responded that the impact of CC+ on OHIO is felt most strongly at the regional campuses. Faculty Representative Thomas speculated that that UC may see more participation in CC+ because of the greater population density around them, which provides a greater pool of potential students attracted to the prospect of taking college classes while staying at home. SVP Cornell replied that, as an enrollment strategy, OHIO must promote the value of its student residential experience, since it does add to the cost of pursuing a degree. AP Wharton further noted that another institution is experimenting with providing an on-campus residential experience for high-school students.
- AP Wharton stated that the student/faculty interaction scores on the University dashboard came from the National Survey of Student Engagement (NSSE), a widely used, research-based survey of college

freshman and seniors that measures engagement in activities and experiences known to improve retention and learning outcomes. The indicator of student/faculty interaction relates to interactions outside required class time. Due to a survey redesign in 2012, it will take time to rebuild trend data; however, the current survey enables peer comparisons, which show that OHIO outperformed peer institutions in student/faculty interaction and collaborative learning. AP Wharton noted that because of relatively low response rates it is currently difficult to drill down to program-level data to glean actionable insights.

National Trustee Brege asked what the Quantitative Reasoning metric (presentation slide 9) meant. AP Wharton clarified that it indicated how often students were asked to apply numerical information in problem-solving and analysis. In response to a similar inquiry from Trustee Viehweger concerning the Discussions with Diverse Others metric, AP Wharton explained that it referred to interactions with people who differ from the respondent in, e.g., race, ethnicity, or religion. Trustee Viehweger asked whether OHIO's comparatively lower score on this metric could be a reflection of the diversity of the campus. AP Wharton agreed and said it may be more useful to narrow the comparison group to other institutions with demographic profiles more similar to OHIO's.

Trustee Scholl asked whether incentives are offered to student participants as a means of increasing survey response rates, and how OHIO's response rate compared to those of other institutions. AP Wharton responded that OHIO's response rate to the most recent survey was approximately 20%—not higher, but comparable to other schools. Incentives are not provided; NSSE does, however, recruit participation by both regular mail and email, with multiple follow-up reminders to those who have not yet responded. Trustee Scholl noted that the quality of the survey's findings is a function of who responds to it, and that perhaps higher-performing students respond more frequently and skew results more positively. IEVPP Descutner agreed. He stated that the survey findings indicate the student-centered faculty culture of OHIO and can guide pedagogical innovations to address metrics on which OHIO could improve.

Faculty Representative Thomas asked whether the many students in the arts participate in the Expo as well. Vice President for Research and Creative Activity Joseph Shields replied that the participation numbers include everyone from units across the institution, including fine arts.

- OHIO's strong enrollments reflect several innovative efforts to continually improve the student experience through enhancing educational quality and

student support services and expanding to new areas. AP Wharton noted that the University continues to maintain a high proportion of Group I faculty; is making significant investments in support services such as advising, academic technology, and scholarship aid; and has expanded enrollments in online programs and medical school.

Trustee Scholl asked how the University measures graduates' performance in terms of salary. AP Wharton responded that OHIO has requested such information from alumni previously via surveys, but because of the low response rate the data have not been reliable. The University has obtained some salary data from the Ohio Department of Job and Family Services; although this data source covers only individuals employed in Ohio, it is better than any other source we currently have. She noted that the University is, however, still conducting surveys as a quality measure.

Duplicative Programs Reporting Update

IEVPP Descutner observed that the status of OHIO's Duplicative Programs Report was discussed extensively during the Trustees' Joint Committee meeting earlier in the day. Rather than repeat that information, he reported the highlights—mainly, that the final action report is due to the Ohio Department of Higher Education by December 31, 2017.

Committee Chair Goodman inquired about duplication among regional-campus programs. Regional Campus Dean Bill Willan responded that such programs are primarily in the arts and social sciences and are standard offerings across all university; nevertheless, they are being reviewed with, Associate Provost for Faculty and Academic Planning (AP), Howard Dewald. Committee Chair Goodman inquired as to the fate of any programs with no enrollment—specifically, whether the ODHE would expect it to be cut. IEVPP Descutner responded that this is the kind of matter that should be considered. AP Dewald noted that data on one program indicate that OU-Zanesville is providing it more efficiently than other regional campuses in terms of cost, but that the University must consider how the program is being provided across all the campuses, not just one.

Academic Quality Point of Pride: College of Business—Corporate Engagement

Hugh Sherman, Dean of the College of Business, introduced a panel of individuals to help provide the Committee with an overview of the College's corporate-engagement efforts: Gabriel Giordano, Management Information Systems Department Chair and Robert H. Freeman; Tim Reynolds, Executive Director of the Robert D. Walter Center for Strategic Leadership and Executive-in-Residence in the Management Department; Assistant Dean Jennifer Murphy;

and Martin van den Berg, Vice President for Service Line Infrastructure and Cloud Security with Sogeti USA.

Dean Sherman emphasized that the College of Business would not be nationally ranked without the relationships it has fostered with its corporate partners, who help inform what is taught, how it is taught, and what the faculty research. He noted that before about 2000, larger corporations would recruit students from 15-20 university campuses, but today they have narrowed their focus to six to nine major universities; corporations are also using their competitive internship programs to recruit and select candidates for their permanent entry-level positions. Given these trends, the College of Business is prioritizing relationship-building with corporate partners and development of more learning experiences that involve interaction between students and these partners.

Dean Sherman noted that one of the College's key outcomes is placement of graduates, which will only become more vital in future. He noted that the College expects future growth not so much from its on-campus population but through working with corporate partners to provide educational opportunities to their executives and other employees.

Dean Sherman stated that one method of engaging corporate partners is through the College's 15 active advisory boards, each comprised of industry leaders. These structures are vital for strategic planning, curriculum innovation, and network expansion.

Executive Director Reynolds provided an overview of the College's corporate engagement through executive education. He noted that providing customized professional education to industry executives extends the College's reach, amplifies its impact, and develops faculty. Three of the College's key corporate-engagement initiatives include the Sales and Leadership Summit; a Leadership Development Program offered every August and April; and the Latin America Institute of Business. The College also provides training for city executives for, e.g., Dublin and New Albany.

Executive Director Reynolds also noted that the College of Business emphasizes applied learning, and that this activity provides another avenue to increase corporate engagement. Through classroom projects and the College's centers, faculty members work with industry partners to give students hands-on business experiences. Examples include involving students in authentic research on purchasing behaviors; taking students on field experiences to elite organizations like Google, Boeing, Nike, and Dell; and the Eco Challenge, a collaboration with the Russ College of Engineering that engages student teams in creating and pitching investment proposals focused on sustainability.

Jennifer Murphy, Assistant Dean of Career Management and Student Success, provided an overview of the College of Business's approach to corporate engagement through career management. The Office of Career Management, which she launched, and restructuring of the current Office of Student Services

have enhanced the College's ability to support students' academic and career development. Assistant Dean Murphy noted that attracting recruiters to OHIO is challenging, as companies tend to find the biggest return on investment from their on-campus recruiting efforts to be in bigger urban areas. She stated that in this environment, the College's strategy needs to involve a focus on high-touch customization that fosters interactions beyond the conventional recruiting fair. One action step is the College's requirement that students complete internships prior to graduation. Last year 42 percent of the College's graduates saw their internships turn into full-time opportunities, and Summer 2017 internships alone have led to 170 new employer contacts. She also noted that in a survey of their most recent graduates, 90 percent had found full-time employment, with an average starting salary of \$52,000. Dean Sherman added that the response rate to the survey was an impressive 97 percent.

Assistant Dean Murphy stated that the corporate relationships the College is fostering could benefit not only business students but other OHIO students as well. She said that in the future big employers such as JPMorgan might engage with the broader University and hire students graduating from other programs as well as business.

MIS Department Chair Giordano provided a brief overview of a customized executive-education curriculum developed by the College of Business for Sogeti, one of world's largest IT consulting firms. More than 2,500 participants have graduated from the program since 2000. Elements include a three-week program on the Athens campus, which is offered multiple times per year as part of Sogeti's onboarding process. The program uses a hands-on, project-based approach in partnership with coaches from Sogeti who work with faculty members to mentor the participants through three team projects. Chair Giordano noted that the program is beneficial not only to Sogeti but also to faculty members, who are able to interact with businesspeople and gain insights into new technologies that can be used in the classroom. In addition, the relationship with Sogeti has expanded to collaboratively launching a new Ohio International Consulting Program, which gives students an opportunity to work with Sogeti on a project for one of its international clients while staying on campus. Chair Giordano added that Sogeti has also become a premier recruiter of the College of Business's graduates.

Chair Giordano then introduced Martin van den Berg, Vice President for Service Line Infrastructure and Cloud Security with Sogeti USA. Mr. van den Berg stated that he participated in nine sessions of the executive-education program over three years. He explained that the three-week Athens experience is part of a larger, 2.5-month "boot camp" that prepares new employees for their roles as consultants. The customized program teaches participants the attributes of a consultant and requires them to complete challenging projects involving many different situations and unique problems—a sort of "pressure cooker" environment. Mr. van den Berg added that in addition to becoming consultants, participants also bond with each other, which improves long-term employee retention. Furthermore, when people do move on to other companies, they become

advocates of Sogeti in their new jobs; since the start of the program 20 years ago, some early students have become top executives at client companies. Mr. van den Berg stated that the Ohio International Consulting Program has been made an exclusive relationship between Sogeti and OU. Projects are authentic and challenging, and student evaluations of the program have been excellent. It is also a recruitment tool for Sogeti.

Trustee Scholl expressed appreciation to Mr. van den Berg for his and Sogeti's active partnership. Committee Chair Goodman noted that Sogeti has also successfully recruited some OHIO faculty; Dean Sherman responded that these instances are not only good for the individuals but also help make the College an attractive and dynamic employer. Faculty Representative Thomas stated that he always looks forward to the College of Business dashboard; the College is always doing new things.

Trustee Robinson asked what being a "premier employer" entails. Assistant Dean Murphy explained that these are companies that are significantly involved, through multiple entry points, with the College of Business. She emphasized the importance of starting the "funnel" through successful internship experiences. Assistant Dean Murphy added that having relationships with premier employers is particularly valuable because OHIO's rural location makes such relationship-building more of a challenge. Trustee Robinson asked about the scope of the top placements, and Assistant Dean Murphy responded that approximately 35-50 students are hired by the Big Four accounting firms (Deloitte, EY, PwC, and KPMG) each year. Dean Sherman added that in business rankings last year, OHIO was ranked #22 in employer satisfaction with its graduates.

Trustee Scholl remarked that he has been very impressed with the quality of students in previous visits to the College of Business. He added that one common challenge for professional schools is ensuring diversity and inclusion; he asked about the College of Business's efforts to boost, e.g., first-generation or diverse students, proportionally, especially considering the tremendous impact their success could have on their entire family. Dean Sherman agreed that college success can be a game-changer for students and their families. He added that the College works to develop a culture of success from Day 1, not just talking about success but also proactively encouraging students to reach out and take advantage of specific curricular and co-curricular opportunities to boost skills and nurture new ones. Trustee Scholl asked how the College's diversity compares with that of the University as a whole. Assistant Dean Murphy responded that the proportions are the same as the University's, and SVP Craig Cornell added that last year the College's first-generation student population of 17 percent was consistent with that of the University.

IEVPP Descutner called attention to the College's continued work with students post-graduation who have not secured employment immediately upon graduation. Assistant Dean Murphy stated that while the about 76-80 of their students have a direction (e.g., employment or graduate school) at graduation, the College's career coaches continue to work with the rest from May through August, to help

them make meaningful connections that can give them that direction. As a result of these efforts, the College's placement rate three months after graduation is 91 percent.

This concluded the College of Business's presentation.

There being no further business, Committee Chair Goodman adjourned the meeting at 2:15 pm.



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**Ohio University Board of Trustees
Resources, Facilities and Affordability Committee Meeting
Tuesday, August 22, 2017, 1:00 pm
Dublin Campus – Dublin Integrated Education Center
Minutes**

Committee Chair Janelle Coleman called the meeting to order at 1:09 pm. Other board members present included Chair Janetta King, Trustee Steve Casciani, Trustee Cary Cooper, Trustee Diane Smullen, Student Trustee Brooke Mauro, National Trustee David Pidwell, Alumni Representative Ronald Teplitsky, Faculty Representative Susan Williams, and President M. Duane Nellis.

● **Endowment Review**

VP Shaffer introduced Candice Casto, Chief Finance and Investment Officer for Foundation Operations, to provide the annual Endowment Review. The Foundation employs a Chief Investment Officer (CIO) model with Hirtle Callaghan (HC) serving as the outsourced CIO since 2009. CFIO Casto described the structure within the Foundation Board for oversight of the assets of the Foundation in accordance with the investment policy.

The assets managed include endowment accounts and a portion of the working capital of both the Foundation and University for a total June 30, 2017 market value of \$667.3M with 12.7% in portfolio return for FY17. Approximately 80% of the pool is comprised of endowment, while the remainder is working capital. Both the endowment and working capital balances have been growing over time. The June 30, 2017 endowment market value of \$536.2M is a record high. CFIO Casto reviewed current asset allocation of the pool, the 1-, 3-, 5-, and 10-year performance, and investment performance versus peers.

For the fiscal year ended June 30, 2016, investment returns lagged benchmarks. This underperformance is primarily attributable to value-based asset allocation decisions, which were temporarily out of favor in the investment markets. HC believes that the value-focused long-term strategy is appropriate for our investment objectives and performance has improved significantly over the past fiscal year. As of June 30, 2017, the 1-year return of 12.7% is higher than benchmarks, as is HC's inception-to-date return.

In setting goals for portfolio returns, a total of 4% endowment spending rate, 2% administrative fee plus a factor for inflation (HEPI or CPI) must be achieved. The expected return of 6.1%, projected by HC, lags the required return of 8.4% (HEPI) or

7.8% (CPI). The Foundation's Investment Committee reviews expected returns and the annual spending rate as part of their oversight responsibility.

In response to a request of Trustee Scholl, an overview of quasi-endowment assets was shared. Quasi-endowments, with a market value of \$194.0M at June 30, are invested alongside the endowment portfolio and follow the endowment spending policy. A quasi-endowment is established by the Board, but can also be terminated by the Board if the need arises.

The Century Bond investments and performance were also reviewed. The long-term Century bond portfolio is valued at \$224.7M and is invested in a strategy that is very similar to the endowment portfolio, therefore performance tracks fairly closely to the long-term endowment asset allocation as described above. A more liquid, short-term portion is held to satisfy scheduled near-term uses of the bond proceeds.

- **Consent, Facility Projects – Design**

Associate Vice President Architecture, Design and Construction (ADC), Greg Robertson, discussed the Seigfred Hall Chilled Water Connection project presented for approval to undertake design through contract administration. The project piping will also provide an opportunity to service Glidden Hall.

AVP Robertson reminded the trustees that a Seigfred Phase II project is planned for building systems and mechanicals, but that the College of Fine Arts is evaluating all their priorities, inclusive of Phase III of Seigfred, prior to committing to additional future projects.

VP Shaffer, for the benefit of the newer trustees, provided an overview of how capital construction projects come to the Board. Capital planning is an ongoing process and results in University 1-, 6-, and 20-year Capital Improvement Plans as well as biennial and 6-year State Capital plans with all plans approved by the Board. Individual projects > \$500,000 typically come to the Board twice for approval – once at the design phase and again to request approval to undertake construction. In response to Trustee Casciani's questions regarding return on investment decisions as a requisite for prioritization, VP Shaffer stated that project priorities are often based on academic programmatic needs. The University is also using a phased approach to deal with significant deferred maintenance backlog in order to keep the physical plant operational.

- **Consent, Facility Projects – Construction**

AVP Robertson discussed the three projects to undertake design through construction approval – Bryan Hall Restroom Upgrades 2018, OUL Brasee Hall Exterior Limestone Panel Repairs, and the South Pole Conversion to Lounge/Hub.

- **Consent, AEP Riverside Drive Easement**

VP Shaffer discussed this utility easement request covering .77 acres adjacent to the Central Food Facility and Ohio University Credit Union. The easement will enable AEP to construct and maintain an underground connection which will enhance service and capacity to the University. The project has been evaluated and approved by University officials and the Ohio Department of Administrative Services (ODAS). AEP will make a one-time payment of \$1542.06 for the 25 year lease.

- **Consent, Cell Tower Ground Leases**

VP Shaffer discussed the request for Board approval of two existing cell tower ground leases. The Office of Real Estate Management is evaluating and standardizing all cell tower leases to verify that competitive rental rates are being received by the University. The resolution will provide approval of the two ground leases which were not brought before the Board when originally executed.

Trustee King made a motion to recommend the following four resolutions be retained on the Consent Agenda:

- **Facility Projects –Design**
- **Facility Projects – Construction**
- **AEP Riverside Drive Easement**
- **Cell Tower Ground Leases**

Trustee Cooper provided a second; Committee Chair Coleman called for a vote; the motion was unanimously approved.

- **Maintenance and Operations Efficiency Analysis**

VP Shaffer reminded the trustees of their past requests for information regarding the impacts of significant deferred maintenance investments on utilities, maintenance labor and materials, and deferred maintenance backlog trends. Steve Wood, Associate Vice President for Facilities Management and Safety, was introduced to present a report compiled by his Facilities Management team. The charts and metrics will be updated annually for presentation to the Board and an analysis of deferred maintenance per gross square foot will continue to be a component of future Capital Improvement Plan (CIP) documents and reports. Trustee input on the metrics will be incorporated into updates and future reporting.

Expected outcomes of the deferred maintenance investments included: reduced energy use and costs per square foot, decreased maintenance costs, reduced operating costs per square foot, a move from reactive maintenance to preventative maintenance, a decrease in the severity and urgency of work orders and a steady decrease in work orders for recent renovations. AVP Wood shared a series of Dashboards to measure maintenance and operations costs and utilization trends over time, highlighting the significant investment of Century Bond funds for deferred maintenance beginning in 2015.

In general, it was determined that investments to date have had impact, but it is still too early to see widespread benefits. Two positive outcomes that the data support are 1) less

energy is now being used due to investments in equipment and utilities, and 2) there appears to be a decrease in the ‘severity’ of work requests due to a reporting of less hours per work order. AVP Wood indicated that although our organization has less technicians than peers, by improving efficiencies and concentrating on key maintenance we can still make positive movement.

AVP Wood shared that the most important preventive maintenance tasks were undertaken in the last couple of years. At this point there are areas of campus that have not benefitted from this effort due to staffing limitations and a conscious decision to limit that effort and refocus on other tasks. In response to budgetary pressures Facilities’ budgeted staffing levels have been held constant even though square footage is increasing.

AVP Wood also shared utility consumption trends following the transition from coal to gas and investments made in utility repairs and boiler replacement. Investment compared to utility costs reflects a drop in utility cost/gross square foot (gsf), total MMBTU and MMBTU/gsf. The annual steam line maintenance shutdown which began in May 2015 and boiler replacements have had the largest impact on improvement in utility metrics.

The cost/gsf of energy is projected to remain steady. Factors affecting energy costs include gsf, price, weather and efficiency. Energy use on the Athens campus since FY12 is showing a decrease in MMBTU/gsf. The switch from coal to gas occurred in FY16 and electric and gas contracts have been renegotiated, reducing pricing for those commodities. It is difficult to achieve cost savings on water due to recalibration of the City billing to normalize city revenue even as usage savings are achieved. Different energy options continue to be analyzed, including solar.

Trustee Casciani remarked that reducing energy consumption by 30%, as shown between 2014 and 2016, is an extraordinary accomplishment for any entity/organization and should be applauded.

- **Annual Sustainability Update**

AVP Wood introduced the Office of Sustainability team in attendance and discussed Ohio University’s commitment to sustainability. The University’s 2012 Sustainability Plan is comprised of 35 benchmarks aligned into four subgroups - Built Environments, Outreach and Education, Waste Reduction, and Energy Efficiency. The FY17 update reports the University is performing well against plan benchmarks, having met 17 targets with 7 nearing completion and 4 programs underway. Some goals were short term goals and others extended out to 75 years. An update to the plan will commence in FY18 with completion targeted for August 2018. The investments required to accomplish some of the sustainability goals will be vetted and evaluated during the plan revision.

- **Administrative Space Strategy**

Associate Vice President, University Planning, Shawna Bolin discussed the Administrative Space Strategy being considered in order to repurpose existing facilities

for the transformational academic projects of the Heritage College of Medicine and the Russ College of Engineering. Relocating administrative units currently in WUSOC and HRTC and use of an adjacent vacant site have been determined to be best fit for these transformational projects, creating the Union Street Green envisioned in the Comprehensive Master Plan. Numerous relocation options were evaluated and the possibility of repurposing existing university facilities was deemed the best. The relocation will involve utilizing several available campus locations and 36,000 NASF at the Ridges. This strategy results in an estimated savings/avoidance of \$55M in project costs. The relocation renovations result in addressing an additional \$17M in deferred maintenance. The timeframe for all Administrative relocations extends until mid- to late-calendar year 2019.

The possibility of moving OUPD from central campus was previously studied as part of a possible move to consolidate with city and county enforcement agencies. It was determined that no degradation of service or response time would occur due to moving away from the current Scott Quad location to a location at the Ridges.

VP Shaffer commended all the members of her team that coordinate facilities issues – AVPs Wood, Robertson and Bolin. Following the incorporation of final feedback to the plan, projects will be coming forward for Board approval to advance the strategy.

Trustee Coleman remarked on the possible location of LGBT offices to Lindley Hall and indicated that her preference, where possible and practical, would be to locate established groups in places where those groups have chosen to congregate.

● **Information Items: No Discussion**

- Facility Project Status Report – this report is to remind the Board of all projects underway
- Treasury and Debt Report – this report is standard and provides updates on those topics; this meeting’ report reflects updates on the \$50M line of credit

At 3:00 pm the meeting was adjourned.



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**Ohio University Board of Trustees
Joint Committee Meeting
Tuesday, August 22, 2017 – 10am
Dublin Campus – Dublin Integrated Education Center
Minutes**

Present: Chair Janetta King, Vice Chair David Scholl, Trustees Steve Casciani, Janelle Coleman, Cary Cooper, N. Victor Goodman, Dell Robinson, Diane Smullen and Peggy Viehweger, National Trustees Laura Brege and David Pidwell, Alumni Representative Ronald Teplitsky, Faculty Representatives David Thomas and Susan Williams, Student Trustees Brooke Mauro and Faith Voinovich, and President M. Duane Nellis.

Chair King called the meeting to order at 10:00 am. Chair King introduced Vice Chair Scholl to lead the Joint meeting. New trustees were welcomed to the Board - Trustee Steve Casciani and Student Trustee Faith Voinovich. Vice Chair Scholl defined the Joint Committee as a committee of the whole with topics intended for full board discussion.

● **Reconciliation of State Budget and University Budget**

Vice Chair Scholl introduced Deb Shaffer, Vice President for Finance and Administration to share information regarding the final budget bill signed by the Governor. The Board approved the FY18 operating and capital budgets at the June 22, 2017 meeting contingent upon compliance in the final budget bill. The budget bill did not change any assumptions included in the University's FY18 budgets as approved by the Board so the University budgets approved in June are considered final at this time. Although the Board had approved tuition increases if the state budget allowed, the Budget Bill did not include the provision of tuition increases. A \$168.8K reduction in the final state line item appropriations will be managed within the respective planning units. Fall 2017 enrollments are continuing to be watched with current projections of Athens undergraduates at 270 fewer students than the prior year, 70 less than budgeted, with an impact of reducing the net tuition revenue by \$500K versus budget. FY19 planning will be impacted by the Legislature's continued freeze on in-state, undergraduate tuition and flat SSI.

Trustee Scholl commended the presentation of the FY18 University balanced budget and the priority discussion that took place at the June meeting. He would like to continue focus on priorities, what really matters to the University, and the evolution of the multi-year all funds budget. VP Shaffer reported that the President has established a committee of campus representatives to work on a new University resource allocation budget model to either replace or be merged with the current, hybrid RCM model. President Nellis

discussed the Budget Model Committee which will be comprised of members from academic leadership and faculty and be charged with developing recommendations for a University budget model to support multi-year, balanced budget planning.

Trustee Robinson expressed his appreciation for the meeting in May which was dedicated to an in-depth discussion of University budgeting. The trustees echoed their appreciation and agreed that periodically, special trustee meetings are warranted to provide for deeper discussion on complex topics.

● **Affordability & Efficiency Update**

Trustee Scholl reminded that the Board is mandated to act annually on Affordability and Efficiency. VP Shaffer and Interim Executive Vice President and Provost, David Descutner presented the report on the University's FY17 Affordability and Efficiency efforts which will be the basis for the report due to the Ohio Department of Higher Education (DHE) on October 13, 2017. Our intention is to incorporate any suggestions from the Trustees and submit the report to DHE by the due date.

The FY17 report is based on the implementation plan for the FY16 \$60M 5-year goal for savings and revenue generation which was submitted to the DHE August 1, 2016. The Joint Committee presentation follows the FY16 report format and compares the University's FY16 reported goals for each recommendation to the FY17 updates. Additional initiatives implemented by the University during FY17 are also reported. Highlights of the FY17 recommendation updates include:

- Procurement – the University has never operated with a mandate to purchase from existing campus and state-wide contracts but during FY17 a roll-out to campus of internal mandates regarding 'on-contract' purchasing was initiated in order to comply with the state mandate included in the Governor's Task Force Report. A campus communication plan for this project was also started to alert campus to the requirement to utilize the University and state-wide preferred vendor contracts.
- Asset Review – central and individual units are investigating opportunities to repurpose or dispose of non-core and surplus assets; sales of property and leasing opportunities are reviewed continually and in FY17 the University benefitted in this category from the \$18.4M WOUC Spectrum frequency sale
- Operations Review –units are identifying and realizing efficiencies through critical review of their operations; IT has been extremely successful as the unit continues to reorganize and completely restructured operations in the area of disaster recovery; Facilities has also evaluated operations to improve for efficiencies
- Partnership/Sponsorships – City partnerships were included in the FY16 report to the state and those opportunities continue to evolve; strategic partnerships are difficult to value and are included in the narrative but without monetary value attached
- The Cost Diagnostic has been updated with forecasted FY17 data and is included for board review; the institution continues to move in directions reflecting

- improvement based on all these analyses; the one exception is in the area of salaries and reflects the Board's priority to continue movement concerning competitive salaries
- Productivity Measures were published by DHE last year and OHIO performed well in the metric calculations; the measures have received little additional attention in FY17
 - Organizational Structure – this category overlaps with Operations Review (above); included is the 3-year 7% Administrative base budget reductions implemented during the FY18 budget process; reductions have resulted in realignment and elimination of some support tasks with minimal impact on student success, academic quality and research
 - Health Care – plan changes recommended by the Benefits Advisory Council (BAC) include the 3-year Plan Design implemented with the 1st year of changes realized in FY17 and prescription drug management initiatives implemented effective July 1, 2017
 - Trustee Goodman remarked on the Healthcare / Benefits and VP Shaffer reported that the Benefits Advisory Council continues to be proactive and their FY18 activities include review of Domestic Partner benefits and a Dependent Audit
 - Data Centers – recent developments will provide savings and efficiencies
 - Space Utilization – the Comprehensive Master Plan guides efficient space utilization and the current Administrative Space Strategy represents an exemplary study for efficiency and savings
 - Energy – investments and improvements have resulted in permanent reductions in base spending and cost avoidance; energy option evaluations and analyses are ongoing
 - Textbook Affordability – many initiatives are underway including initiatives overseen by the Office of Instructional Innovation as well as those being undertaken by faculty and utilizing library staff and resources; this issue is receiving significant State attention
 - New Online Programming – continue to innovate, adding online potential for net new revenue in all colleges – professional, graduate, degree completion, certificate programs
 - Faculty Instruction – regional campuses are exploring creative opportunities to leverage the Athens faculty and technology to redeploy resources more efficiently without compromising quality
 - Time to Degree – the University is offering many opportunities for students to create less-costly degrees but it is the student who must take advantage of those opportunities; 3-year pathways, summer offerings for high demand courses, Community College partnerships for seamless transfer to OHIO, the instituting of the OHIO Guarantee to all Community College partners, and Competency Based Education (CBE) opportunities for non-traditional students to receive credit for their life-experience
 - Duplicative Programs – State mandate for December 31, 2017 final report; OHIO progress has been a Board topic with a progress report included in the Academics agenda materials

- Financial Advising – Student Financial Aid and Bursar offices offer resources for financial literacy education and information on assistance and options for students to avoid financial delinquency
- Investments to Redeploy savings / revenues are being made to Academic Programming, technology, Innovation Strategy and scholarships

This FY17 update presentation reflects a 5-year efficiency savings and revenue generation total of \$149M versus the \$60M goal from the FY16 report. Contributors to the large increase include refinement of the plateau credit hour value (\$21M), larger than expected savings/cost avoidance for Health Care (\$10M), Organizational Structure Administrative base reductions (\$29M), and the Asset review WOUB frequency sale (\$18M).

Trustee King commended the effort in putting this report together. Regarding the State's response to last year's OHIO submission, VP Shaffer indicated that there wasn't specific comment. OHIO has been proactive in meeting with the state office overseeing efficiency initiatives and also presented on the topics of Benefits and Healthcare and Textbook Affordability at the August 10 State Efficiency Summit.

Trustee Cooper asked whether the OHIO for Ohio initiative will fuel any efficiencies that might be reported. VP Shaffer mentioned that opportunities continue to arise and that the expansions in Dublin and Cleveland and their contributions to the entire University's operations and eLearning are included in the FY17 update.

Trustee Viehweger asked about specific strategies to grow in academic areas. VP Shaffer pointed to Dean Leite's report at the June meeting in Zanesville on the intentional growth in the online RN to BSN program and to Brad Cohen's work with colleges and faculty to help expand online opportunities for growth as two examples.

Trustee Pidwell commended the initial \$60M plan and being able to grow it by more than double and asked what the other universities are reporting. VP Shaffer shared that our report is based on measurable performance of our activities and initiatives. The IUC peer Master Recommendation reports will be shared with Trustees.

Trustee Brege commented about Financial Literacy and the fact that these discussions and learning opportunities need to occur earlier than college entrance.

Trustee Robinson asked about differential tuition rates, but with the OHIO Guarantee many of our specific program fees were rolled into the comprehensive rate. VP Shaffer stated that with the new budget bill language and restrictions on certain fees, the conversation about treatment of program fees may need to be revisited.

Trustee Scholl reminded that the most important outcome is a positive impact on student affordability and he was pleased to see the references to student savings in the FY17 Update report. On the flip-side, he expressed concern that extraordinary cost savings may indicate that the tuition pricing should be reduced. VP Shaffer took the Trustees back to the slide which reflected 5-year *Investments Supporting Academic Quality and*

Student Success. Trustee Scholl asked that the Investment slide information be translated to reflect student benefits / outcomes of the investment.

Trustee Coleman asked whether we are measuring out of pocket costs to students / families. VP Shaffer directed attention to the Textbook Affordability savings being offered provide a direct reduction in out of pocket cost as well as the containment of costs for housing and dining.

● **Strategic Enrollment Management**

President Nellis introduced the Enrollment Planning discussion by stating update of the plan is in progress, the plan is a fluid document, and Trustee input is requested as the plan is vetted across the University this fall. Dr. Descutner commented that this new plan development follows the initial 6-year Strategic Enrollment Management Plan (SEMP) which corresponded to a period of historic enrollment growth for 2010-2016.

Senior Vice Provost for Strategic Enrollment Management, Craig Cornell discussed the development of the new 6-year SEMP 2017-2023, the process by which the plan is being vetted and the timeline leading up to the presentation to the Board in early 2018.

Current challenges facing the University related to meeting our enrollment goals include competition from peer institutions, changing student demographics, and family affordability concerns. The enrollment landscape is dynamic and this year we have seen a decline in in-state female enrollment. A survey of admitted students should provide data and insights which can be analyzed to inform our prospective student outreach strategy for next year. This information will inform continued strategic decisions and will be shared with trustees as the data is received. We are also analyzing student application and enrollment behaviors and the effectiveness of our financial aid models in leveraging aid dollars. Our competition and their evolving financial aid is also a factor.

An Advisory Committee to review the prior 6-year SEMP began work in August 2016. Fourteen sub-committees were convened to pull data, analyze and report back to the Advisory Committee on three major themes for a new SEMP

- Sustain the traditional campus enrollments which support the dual mission on of access and excellence – the ‘place’ and character is important,
- Grow by continued expansion throughout the state in line with our OHIO for Ohio strategy and growing our online educational modalities – recent expansion into online learning and the Dublin and Cleveland campuses have proven successful into new areas of growth, and
- Meet Enrollment Goals through strategies that take advantage of opportunities and overcome barriers such as state mandates and competition.

The draft SEMP was compiled from the sub-committee reports, shared with Deans this August and will be a primary topic at their September retreat. Review and input from

other campus constituencies and stakeholders will be incorporated into a final draft to University leadership and the Board in Spring 2018.

Current statistics reflect we are down over prior year by 270 freshmen. SVP Cornell discussed initiatives to engage younger middle- and secondary-school students, experiment in new technology to reach prospective students, and expand international recruiting efforts by partnering with Global Affairs and starting with China. Transfer students account for increased enrollments on campus and online and effort has been focused on staffing community colleges in order to market completion degrees, online degrees, and transfers to main campus. President Nellis remarked that his regional campus visits have highlighted transfers to a regional campus as another potential growth opportunity.

Trustee Viehweger asked about the female in-state decline. SVP Cornell stated that he cannot draw any conclusive answers based on input from peers but he remarked that OHIO has always enjoyed a higher ratio of female to male incoming freshmen. Female enrollments were up slightly last year so this could be partially attributed to a correction. None of our individual colleges show dramatic enrollment change so the female decline is proportional across the University. Student quality overall is tracking ahead of last year.

Trustee Brege asked about the process for admission in the Spring if a student was previously admitted for Fall but chose another university. It was reported that the Admission process is greatly streamlined by simply refreshing the student's file for any Fall enrollments outside of OHIO.

Trustee Cooper asked about the advantage of College Credit Plus (CC+). The benefit of CC+ and the impact on student preparedness and the 3-year graduation rates isn't easy to quantify yet as we are only in year 3 of the CC+ program. Many more high school students are in the system with CC+ as compared to 'dual enrollment', which preceded CC+. This program will definitely be a factor to consider in the current enrollment planning and discussed in the new SEMP.

Trustee Scholl discussed the branding efforts of our peer institutions and the favorable impact enjoyed by those schools and stressed that our response to the survey information from admitted students will be critical to our future outreach and marketing success.

VP Shaffer shared that updated enrollment projections are supplied throughout the budget process from fall to spring. A holistic approach to multi-year enrollment planning has been developed between the Budget office and Strategic Enrollment Management. Forecasting the entire student class – freshmen, continuing students / retention, financial aid impact, etc. – is now being fully employed in the multi-year forecasting.

Trustee Scholl commended SVP Cornell and the Enrollment team for the energy and analytics and full participation they are bringing to 'Enrollment Planning 2.0'.

● **OHIO's Coordinated Response to Sexual Misconduct**

Vice President for Student Affairs and Interim Vice President for Diversity and Inclusion, Jason Pina noted how important this topic is to students and faculty across campus.

Senior Associate Vice President and Dean of Students Jenny Hall-Jones and Sara Trower, Executive Director and Title IX Coordinator for University Equity and Civil Rights Compliance, provided a review and update on OHIO's Sexual Misconduct, Relationship Violence and Stalking policy. Ms. Trower commended the Board for their interest and support of this topic and stated that this presentation follows discussions led by Trustees Coleman and Cooper.

The University uses a comprehensive, coordinated approach in working to prevent and respond to sexual misconduct. These efforts are led by the President and include units across the university as well as a partnership with the City of Athens as reflected in a Memorandum of Understanding. All parties are working together to identify risks and means of prevention. A trauma-informed approach is taken by the university in responding to reports of sexual misconduct. The University's coordinated response practices empathy in its response and support resources, recognizing that each survivor's path to healing is unique and influenced by many factors.

Prevention begins in student orientation with a 1-hour presentation by Dean of Students Hall-Jones. That presentation lays the foundation with the 5 C's of Ohio Values setting the expectations for student conduct, the importance and meaning of consent, where to report and what resources are available if sexual misconduct occurs. In addition, all first-year students must complete Alcohol Edu, which addresses responsible alcohol use, and Haven, which focuses on sexual assault, relationship violence, stalking and sexual harassment. Prevention is enhanced through additional training, so beginning this year an online sexual misconduct, relationship violence, and stalking refresher course will be mandated for all students at the end of the sophomore year. Prevention efforts have been enhanced through the addition of the Assistant Director of Health Promotion for Sexual Assault/Misconduct who has implemented multiple programs including "Be a Better Bystander."

The University's coordinated response includes services provided by the Survivor Advocacy Program (SAP) and Counseling and Psychological Services (CPS). The results of our new student survey shows that 16% of incoming students have experienced some form of sexual assault before coming to Ohio University. The two licensed social workers in SAP provide support services to student survivors as well as to their families and friends. One thankful survivor's family's gift established an SAP endowment. In addition, licensed staff levels in Counseling and Psychological Services have been increased, including another full-time psychologist and an additional 6 licensed therapists to help triage the volume of cases.

Trustee Scholl discussed the transition for incoming students with prior professional care to the university's system of care and commended the emphasis and program focus on students' primary care as they transition. VP Pina expressed that the goal is to make students as successful as possible when they arrive on campus. Trustee Goodman inquired about professional liability insurance for the physicians and licensed professionals providing care at the University. Chief Legal Counsel John Biancamano indicated that employees providing medical services are covered by state employee personal liability protections as well as the university umbrella liability insurance.

Stressing community values and personal accountability standards can help create an atmosphere which helps to prevent sexual misconduct. Training is offered by the Office of University Equity and Civil Rights Compliance throughout the year. Beginning this fall, all faculty and staff will receive online training in sexual misconduct, relationship violence, and stalking, which will establish a common baseline of understanding among faculty and staff that can be built on. Trustee King commended the prioritization of this comprehensive training.

Student Trustee Mauro asked about reporting of incidents. Ms. Trower reported that faculty incidents are up with the number of student on student reports resulting in investigations being down slightly. Ms. Trower explained that not all reports when evaluated meet gatekeeping thresholds for proceeding to an investigation, but all reports are evaluated for ongoing risk vulnerability.

Trustee Robinson asked how Athletics is incorporated into these initiatives. All coaches and the athletic advisory group have been involved in training and every student athlete is met with at their first organizational meeting of the academic year. NCAA has mandated training.

Trustee Scholl asked if Ohio University had an honor code. Dean Hall-Jones expressed that an honor code was created a few years ago by a group of involved student leaders, but the concept didn't really catch on. Trustee Scholl asked us to consider that as an opportunity to encourage students to hold each other accountable.

Dr. Nellis commended the team leading these initiatives. The trustees echoed their support and gratitude for the great work and called for efforts to be continued and enhanced. Ms. Trower will lead the Board in training tomorrow as part of the retreat.

Trustee Pidwell expressed a desire for a similar report out on the University's experience with and response to the current Opioid crisis.

At 12:09pm meeting was adjourned.



**Ohio University Board of Trustees
Compensation and Governance Committee
Dublin Campus – Dublin Integrated Education Center
Tuesday, August 22, 2017
Minutes**

Present were Chair Cooper, Trustees Brege, Goodman, Casciani, Scholl and Teplitzky, Student Trustee Voinovich, Secretary to the Board David Moore and General Counsel John Biancamano.

The meeting was called to order at 9:10am.

1. Board Bylaws

The Committee agreed to change the name of the “Risk Management Committee” to “Audit and Risk Management Committee”. Committee Chair Cooper will offer a resolution to modify the Bylaws in the Board meeting

2. Topics for discussion at future meetings

Secretary Moore presented to the Committee a list of topics that may be discussed by the Board at future meetings. The Board will review these topics at the retreat tomorrow with a goal of selecting approximately five issues to be explored in detail in future meetings.

Trustee Goodman noted that in the past Intercollegiate Athletics has given reports to the Academics Committee. He recommended that Athletics should give periodic reports to the entire Board. Chair Cooper suggested that enterprise risk management should be a topic for review by the Board.

Secretary Moore asked the Committee members to consider these and other topics for discussion at the Board retreat.

The Committee adjourned at 9:31am.



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**Ohio University Board of Trustees
Audit and Risk Management Committee Meeting
Dublin Campus – Dublin Integrated Education Center
Tuesday, August 22, 2017 – 9:00am
Minutes**

Present: Audit Committee Chair Peggy Viehweger, Trustees Janelle Coleman, Diane Smullen and Dell Robinson, National Trustee David Pidwell, Student Trustee Brooke Mauro and President Duane Nellis.

Audit Committee Chair Viehweger called the meeting to order at 9:10am.

FY 2017 External Audit Update

Danny Sklenicka and Keith Martinez from Plante Moran provided the Audit Committee with an update on the status of the FY17 audit. There were no audit findings to report as a result of their audit work to date. Trustees Coleman and Smullen asked about GASB Statement No. 87, Leases and the impact to OHIO. Mr. Martinez provided a general overview of GASB 87, how Plante Moran would work with OHIO and a brief description of how the process for evaluating the impact at OHIO would work. The Trustees, Mr. Davis and Mr. Martinez discussed the plans to review Plante Moran's draft report before it is filed with the Ohio Auditor of State. The exit conference scheduled for October 5th at 10:00am, was briefly discussed.

FY18 Audit Plan Status

Jeff Davis, Chief Audit Executive discussed the FY18 audit plan. The NCAA Agreed Upon Procedures review and an audit of the College of Arts and Sciences are underway. Mr. Davis also stated that three FY17 audits were recently completed with final reports being issued for two of those audits. The Trustees and Mr. Davis talked about other OHIO departments that may present at future Audit Committee meetings on topics related to compliance or otherwise relevant to the Audit Committee. Trustee Viehweger asked about the status of some older unresolved recommendations. Mr. Davis and the trustees talked about the process and examples of some unresolved recommendations. Trustee Robinson asked about the prioritization of unresolved recommendations for the Audit Committee. Mr. Davis provided an update and stated he would bring any items to the committee that required committee action. Trustee Viehweger asked about the University wide heat map and how it was incorporated into Internal Audit's work. Mr. Davis discussed how he has integrated the heat map items into the audit plan and provided some examples of positive outcomes. Trustee Pidwell asked about why some items like PCards and cash collection appear in multiple audit reports and what processes are being used to address the issues. Mr. Davis and Ms. Shaffer (Vice President for Finance and Administration) discussed recent process changes to improve cash collection

and PCard compliance. Ms. Shaffer mentioned a task force being put together to review cash handling on campus.

Quality Assurance Improvement Plan

Mr. Davis provided a summary of the Internal Audit quality assurance and improvement plan. This plan is required by the Institute of Internal Auditors auditing standards and should be communicated to the Audit Committee annually. Mr. Davis

There was no unfinished business. Audit Committee Chair Viehweger adjourned the meeting at 9:35am.



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**Ohio University Board of Trustees
Executive Committee Meeting
Dublin Campus – Dublin Integrated Education Center
Tuesday, August 22, 2017
Minutes**

Chair King called the meeting to order at 8:02am

Present: Chair Janetta King, Vice Chair David Scholl, Trustees Steve Casciani, Janelle Coleman, Cary Cooper, N. Victor Goodman, Dell Robinson, Diane Smullen and Peggy Viehweger, National Trustees Laura Brege and David Pidwell, Alumni Representative Ronald Teplitsky, Student Trustees Brooke Mauro and Faith Voinovich, Secretary David Moore, President M. Duane Nellis, Interim Provost David Descutner.

The Executive Committee had a briefing on the alcohol policy at Peden Stadium and had briefing on pending policies.

No additional issues were discussed.

Chair King adjourned the meeting at 9:05am.



OHIO
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**Ohio University Board of Trustees
Executive Committee Meeting
Dublin Campus – Dublin Integrated Education Center
Wednesday, August 23, 2017
Minutes**

Chair King called the meeting to order at 8:09am.

Present: Chair Janetta King, Vice Chair David Scholl, Trustees Steve Casciani, Janelle Coleman, Cary Cooper, N. Victor Goodman, Dell Robinson, Diane Smullen and Peggy Viehweger, National Trustees Laura Brege and David Pidwell, Alumni Representative Ronald Teplitsky, Student Trustees Brooke Mauro and Faith Voinovich, Secretary David Moore, President M. Duane Nellis, Interim Provost David Descutner.

Chair King asked for a motion to go into executive session for the purposes of meeting with legal counsel to discuss pending litigation involving the university and to consider the purchase or sale of property.”

Trustee Goodman made the motion; Vice Chair Scholl seconded; Chair King called for a roll call vote. The motion passed unanimously at 8:12am.

At 9:28am Chair King asked for a motion to go out of executive session”

Trustee Cooper made the motion; Trustee Robinson seconded; Chair King called for a roll call vote. The motion passed unanimously.

No additional issues were discussed.

Chair King adjourned the meeting at 9:30am.