



OHIO
UNIVERSITY

Board of Trustees

Ohio University

Athens, Ohio

Agenda

June 17,18, 2021



BOARD ACTIVITIES for June 13, 14, 2022

Walter Hall Athens OH

Activity & Committee Meeting Schedule

Times are approximate

Monday, June 13, 2022 – Dress - Business

8:00am	Executive Session Walter Hall 104
11:00am	Governance and Compensation Committee - Walter Hall 104
12:00pm	Lunch – Tour of esports
1:30pm	Academics and Student Success Committee, Walter Hall 104
4:00pm	end
6:00pm	Dinner with Deans



Tuesday, June 14, 2022 – Dress – Business

8:00am President's Report – Walter Hall 104
8:30am Resources, Facilities, and Affordability Committee, Walter Hall 104
11:00am Audit and Risk Management Committee – Walter Hall 104
11:30am Main Board Meeting, Walter Hall 104
12:15pm * Media Availability, Walter Hall 127

Statement of Expectations for Members of the Board of Trustees of Ohio University

Adopted by the Board of Trustees on April 24, 2009

Amended on June 22, 2012

Amended on January 23, 2015

This Statement of Expectations is intended to provide guidelines and information to assist members of the Board of Trustees in fulfilling their roles and responsibilities in service to Ohio University and the citizens of the State of Ohio.

1. The Role of the Board

- a. The Board of Trustees is the governing body of Ohio University. It is a body politic and corporate under Ohio law and has the right to sue and be sued. The General Assembly has conferred upon the Board the authority to: adopt rules for the governance of the institution; hire and supervise the President, faculty and staff; oversee university finances; and control university property and facilities.
- b. The Board serves the citizens of the State of Ohio. It is responsible for ensuring that the university offers students an educational experience of the highest quality and produces research that provides economic and cultural benefits to the citizens of Ohio. It is also responsible for making efficient and effective use of state resources by working with the Governor, the Board of Regents and the other state universities through the University System of Ohio.
- c. The Board's primary concerns are strategic governance and accountability. It should adopt a strategic plan designed to ensure the long-term fulfillment of the university's teaching, research and service mission, monitor progress in achieving the plan's goals and update the plan as necessary. It should provide oversight to protect the university's fiscal integrity and make sure that the President, faculty and staff comply with all applicable laws and perform their responsibilities ethically and competently.
- d. The Board should adopt a procedure governing the creation and monitoring of corporate entities affiliated with the university.
- e. The Board should govern through the President and should refrain from becoming involved in day-to-day operations.
- f. The Board should recognize the important role that the principle of shared governance plays in institutions of higher education. It should seek input from faculty, staff and students and whenever possible incorporate their views into its decisions.

2. The Role of Individual Trustees

- a. Members of the Board of Trustees are stewards of the public trust. They have a fiduciary obligation to act in the best interests of the university and the State of Ohio. They must adhere to the highest ethical standards and perform their university duties without regard to any personal interests they may have. Trustees should understand and comply with state ethics laws and keep themselves informed of developments in these laws. They should avoid situations that may give rise to even the appearance of a conflict of interest and promptly disclose any conflicts of interest that may occur.
- b. Trustees should understand that they serve the institution as a whole and are not advocates for any particular unit or constituency of the university.
- c. Student Trustees have a unique responsibility to ensure that the views of students are heard in Board deliberations. They should also share with other students the Board's perspectives on University issues. In performing both of these functions, they should keep in mind the needs of all constituencies within the university.
- d. The Chair of the Ohio University Alumni Association Board of Directors is responsible for ensuring that the views of alumni are presented to the Board and for communicating to alumni the Board's perspectives on university issues.
- e. Service on the Board is a time consuming professional commitment. Trustees should attend all meetings of the Board and committees and should give notice to the Chair when they are unable to do so. Trustees should also make an effort to participate in conferences and other programs designed to educate and update Trustees and to attend commencements, convocations and other special events on campus.
- f. Trustees should be attentive during meetings and refrain from multitasking. They should treat the opinions of their colleagues on the Board as well as others participating in Board discussions with civility and respect and should be open to alternative points of view. They should respect and protect the confidentiality of matters discussed in executive sessions and should refrain from publicly or privately criticizing other Trustees or impugning their motives.
- g. Trustees should strive to make informed decisions based on an analysis of objective data. In their deliberations they should rely on the application of sound management principles and prudent business judgment. To ensure thorough consideration of Board decisions, they should review briefing materials and be prepared to actively participate in discussions.
- h. In order to make good decisions, Trustees need to engage in robust and thorough discussions of university issues in public meetings. Disagreements will occur and Trustees should seek productive ways to resolve them. Once a consensus is reached on an issue, all Trustees should respect the final decision of the Board.

- i. Trustees should keep themselves informed about issues, concerns and events at the local, state and national level that may affect the university and higher education in general.
- j. Trustees are encouraged to offer financial support to the university in accordance with their means.
- k. Trustees should understand and comply with the Ohio Public Records and Open Meetings Laws and should keep themselves informed of developments in these laws.

3. The Board's Relationship with the President

- a. The Board delegates responsibility for all aspects of institutional management to the President. The Board and individual Trustees should refrain from involvement in operational matters except as necessary to fulfill their fiduciary duties. Trustees who have concerns about operational matters, public controversies affecting the university or the performance of university employees should communicate their concerns to the Board Chair. The Board Chair will consult with the President, who will, address the issue and report back to the Trustees and Board.
- b. The Board and the President should agree on clearly defined institutional goals and strategies for achieving them.
- c. The Board should hold the President accountable for achieving institutional goals. The President, together with the Board Secretary, should keep the Board informed about university matters. Evaluation of the President should be an ongoing process with the Board offering candid and constructive feedback as necessary. In accordance with Board policy, formal evaluations should be conducted on a regular basis.
- d. The President reports to the Board as a whole and not to individual Trustees. Trustees who have concerns about the President's performance should convey them to the Board Chair who will take appropriate action to address the concern. The Chair will report back to the Trustee who raised the concern in a timely manner.
- e. Individual Trustees should develop a comfortable working relationship with the President. They are encouraged to interact with the President one-on-one as needed to share information, concerns or advice but they should remember that when they do so they are not speaking for the entire Board.

4. The Board's Relationship with Internal Constituencies

- a. Trustees are encouraged to interact informally with administrators, faculty and students, bearing in mind that they do so as individual members of the Board. They should avoid any statements that would give rise to the perception that they speak for the entire Board.

- b. When interacting with faculty, staff and students, Trustees should not disclose matters deemed confidential by the Board in executive session, advocate for their personal position on university issues or criticize other members of the university community.
- c. Trustees should appreciate that direct requests for information from administrators, faculty or staff about institutional issues may be disruptive to efficient management of university operations. The Board Secretary works for the Board and, as such, may request information from faculty or staff on institutional issues that are not related to operational matters, public controversies affecting the University, or performance of employees. The Board Secretary will inform the President and the Board Chair of such requests and will obtain a response from the appropriate university official. The response will be channeled through the Board Secretary. The President may also respond to the inquiring Trustees as needed to ensure that issues raised are addressed in a timely, accurate and efficient manner.
- d. Consistent with the principle of shared governance, the faculty, through the Faculty Senate, plays an active advisory role to the administration and the Board of Trustees on all academic matters, including but not limited to academic standards, research, admissions, curriculum and the granting of degrees. The Faculty Senate initiates policies relating to university-wide academic matters, the rights and responsibilities of faculty and faculty grievances. The Board should respect the role of the Senate in these areas and should also consider advice from the Senate on matters of general concern to the university community.
- e. The Board should encourage the President and administrators to involve individual faculty and students in the development of institutional goals and priorities. The active participation of faculty and students in these matters will give them a broader understanding of institutional governance and will enrich the Board's understanding of faculty and student views on university issues.

5. Relationships with External Entities

- a. The Board Chair is the only Trustee authorized to make public statements on behalf of the entire Board.
- b. When asked to comment on Board actions or deliberations, Trustees may defer to the Chair or the President. If Trustees choose to speak publicly on issues relating to the university or higher education in general they should make it clear that they are stating their personal views and are not expressing the formal position of the Board or the university.
- c. When individual Trustees communicate with federal, state or local officials on issues relating to higher education, they should take care not to create the perception that they speak for the Board or the university unless they have been authorized by the Chair or the Board to do so.

- d. When individual Trustees are presented with concerns about university operations, these matters should be communicated to the President and/or the Chair.
- e. While Trustees should seek information and ask questions of others, they should refrain from publicly criticizing the President or other members of the University Community. Criticisms or concerns that Trustees may have about the President or other members of the University Community should be conveyed to the Chair who will determine the appropriate method for the Board to address the issue.

Committee Agendas

Bylaws of the Ohio University Board of Trustees

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, one regional trustee, 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. The regional trustee shall be appointed by the Board for an initial term beginning in October, 2021 and ending on June 30, 2024. Thereafter, the regional trustee shall serve a term of three years.

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

Article II. Officers of the Board

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

(a) Chair

(b) Vice-Chair

(c) Secretary

(d) Treasurer

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

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

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

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

Article III. Election of Officers

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

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

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

Article IV. The President and Presidential Duties

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

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

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

Article V. Meetings

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

Section 2.

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

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

Section 4. Attendance. It shall be the policy of the Board to require full attendance at all meetings of the Board and committees in accordance with Revised Code Sections 3.17 and 3345.82. 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. Remote Attendance. In accordance with Revised Code Section 3345.82, trustees may attend Board meetings via electronic communication, subject to the following requirements:

1. A trustee shall attend in person at least one-half of the regular meetings of the Board annually; and
2. All meetings conducted using electronic communication shall meet the following minimum standards:

- a. At least one third of the trustees attending the meeting shall be present in person at the place where the meeting is conducted;
- b. When any voting trustee attends the meeting via electronic communication, all votes taken at the meeting shall be taken by roll call vote; and
- c. A trustee who intends to attend a meeting via means of electronic communication must notify the chair of that intent not less than one week before the meeting, except in the case of an emergency, as determined by the chair.

A trustee who attends a meeting via means of electronic communication will be considered to be present at the meeting. A voting trustee will also be counted for purposes of establishing a quorum, and may vote at the meeting. For purposes of this section, “electronic communication” means live, audio-enabled communication, as further defined in division (A) of Section 3345.82 of the Revised Code.

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.

Revised October 8, 2021

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

AGENDA
Board of Trustees Meeting
Ohio University, Athens OH, Walter Hall
Monday and Tuesday, June 13, 14, 2022

Monday, June 13, 2022

Roll Call

Tab 45: Approval of Minutes: January, 2022

Tab 4: Approval of Agenda

Comments from the Chair of the Board of Trustees

Executive Session

Governance and Compensation Committee

Lunch – tour of esports

Academics and Student Success Committee

Tuesday, June 14, 2022

President's Report

Resources, Facilities, and Affordability Committee

Audit and Risk Management Committee

Resolutions and Conclusion

Consent Agenda

Any trustee may request, in advance of action on the consent agenda, that any matter set out in this consent agenda be removed and placed on the regular agenda for discussion and action.
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All matters listed within the Consent Agenda have been distributed to each member of the Ohio University Board of Trustees for reading and study, are considered to be routine, and will be enacted by one motion of the Board with no separate discussion.

Tab 19: Resolution Consent Honorary Degrees

Tab 20: Resolution Consent Completion Plan

Tab 21: Resolution Consent Faculty Fellowship Awards

Tab 22: Resolution Consent RHE Coordinating Council Appointments

Tab 23: Resolution Consent Emerita / Emeritus Recommendations
Tab 24: Resolution Consent New Program FAR MA Applied Art in Health
Tab 25: Resolution Consent New Program CHSP BS Nutrition & Food Studies
Tab 26: Resolution Consent Program Name Change CHSP Communication Sciences and
Disorders
Tab 27: Resolution Consent Program Reviews
Tab 36: Resolution Consent Bikepath Easement
Tab 37: Resolution Consent Horizon on the Ridges
Tab 38: Resolution Consent City Reciprocal Leases
Tab 44: Resolution Consent Internal Audit Annual Audit Plan

Unfinished Business

New Business

Communications, Petitions, and Memorials

Announcement of Next Stated Meeting Date

Adjournment

AGENDA
Executive Session
Ohio University – Athens, OH
Monday, June 13, 2022 – 8:00am

EXECUTIVE SESSION: Walter Hall 104 (Board moves to Walter Hall 215 for executive session)

AGENDA
Governance and Compensation Committee Meeting
Ohio University – Athens, OH
Monday, June 13, 2022 –11:00am

Tab 10: RESOLUTION: Election of Board Secretary

Tab 12: RESOLUTION, Appointment of National Trustee

AGENDA
Academics and Student Success Committee
Ohio University – Athens, OH
Tuesday, June 13, 2022 – 1:30pm

Academic Quality

Tab 13: GRID Lab and Esports

Academic Planning & Strategy Updates

Tab 14: College Credit Plus Strategy

Tab 15: Health Marketing

Standing Reports and Updates

Tab 16: Enrollment Update

Tab 17: Annual Approved Certificates

Tab 18: Promotion and Tenure

Consent Agenda & Program Items

Tab 19: Consent Resolution Honorary Degrees

Tab 20: Consent Resolution Completion Plan

Tab 21: Consent Resolution Faculty Fellowship Awards

Tab 22: Consent Resolution RHE Coordinating Council Appointments

Tab 23: Consent Resolution Emerita/Emeritus Recommendations

Tab 24: Resolution Consent New Program FAR MA Applied Art in Health

Tab 25: Resolution Consent New Program CHSP BS Nutrition & Food Studies

Tab 26: Resolution Consent Program Name Change CHSP Communication Sciences
and Disorders

Tab 27: Resolution Consent Program Reviews

Annual

Tab 28: Faculty Senate Report

AGENDA
Audit and Risk Management Committee
Ohio University – Athens, OH
Tuesday, June 14, 2022 – 11:00am

Tab 43: FY22 Audit Plan Status Update

Tab 44: Consent Resolution FY 23 Internal Annual Audit Plan

Executive Session

Enterprise Risk Management

AGENDA
Resources, Facilities, and Affordability Committee
Ohio University – Athens, OH
Tuesday, June 14, 2022 – 8:30am

- Tab 30: FY22 Financial Forecast
- Tab 31: Resolution Fee Changes
- Tab 32: Resolution Tuition Waiver Renewals
- Tab 33: Resolution FY23 Annual CIP
- Tab 34: Resolution FY23 CB Allocation
- Tab 35: Resolution Capital Projects
- Tab 36: Consent Resolution Bikepath Easement
- Tab 37: Consent Resolution Horizon on the Ridges
- Tab 38: Consent Resolution City Reciprocal Leases
- Tab 39: Housing Master Plan Update

Information Items

- Tab 40: Treasury Updates
- Tab 41: Financial Narrative
- Tab 42: Facility Projects Update

Governance and Compensation Committee Meeting

ELECTION OF SECRETARY TO THE BOARD

RESOLUTION 2022 –

RESOLVED, that Dr. David R. Moore be elected Executive Secretary to the Board of Trustees for a term beginning July 1, 2022 and ending June 30, 2023.

APPOINTMENT OF NATIONAL TRUSTEE
RESOLUTION 2022 –

WHEREAS, in accordance with Article I, Section 3 of its Bylaws, the Board desires to appoint a National Trustee for a term that begins June 14, 2022 and expires on June 30, 2025;

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees hereby appoints Janelle Coleman to serve as a National Trustee for a term that begins June 14, 2022 and expires on June 30, 2025.

Academics and Student Success Committee Meeting



OHIO
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Interoffice Communication

Date: May 26, 2022

To: The President and Board of Trustees

From: Scott Titsworth, Dean, Scripps College of Communication

Re: **Scripps' Experiential Learning Strategy in the GRID Lab and OHIO Esports Arena**

Following a tour of the OHIO Esports Arena, Dean Scott Titsworth, students, and faculty will discuss the Scripps College of Communication's emphasis on experiential learning opportunities. They will highlight how the J. Warren McClure School of Emerging Communication Technologies is a key collaborator with other academic units in expanded pursuit of high-impact learning opportunities at Ohio University, particularly in esports. The core message of our presentation is that *experiential learning is catalytic—it fosters life-long curiosity and problem-solving—and involves thoughtful collaboration across units, recognition of emerging student interests, and alignment with industry trends.*

Experiential Learning in the Scripps College of Communication

The Scripps College of Communication positions “experiential learning” as high-impact learning opportunities that allow students to engage in creative exploration, problem-solving, critical thinking, and collaboration in the production of original creative and professional activity. The college emphasizes a layered approach to experiential learning that involves both *curricular* and *co-curricular* activities.

In classes, faculty regularly use project-based work that require students to grapple with open-ended dilemmas and develop reasoned responses guided by theory and, often, in partnership with community members. Moreover, each academic major in the college now requires some form of experiential learning prior to graduation. Although most programs offer students flexibility in selecting such opportunities, three Scripps schools explicitly require internships as part of their graduation requirements. Our graduating student survey suggests that over 80% of our students participate in at least one internship, and of those 80%, nearly 60% do multiple internships. With over 30 student organizations, multiple specialized research institutes and labs, WOUB Public Media, ESPN-3, and specialized study away programs such as the OHIO in LA and OHIO in DC programs, the college offers ample opportunities for co-curricular experiential learning.

Our commitment to experiential learning contributes substantially to the academic maturation and success of our students. For instance, the first-year to second-year retention rate in the Scripps College is 87% and the average time for students to graduate is 4.1 years. In addition to promoting academic progress while on campus, we believe that our emphasis on experiential learning also prepares students for career success.

Academic Innovation in the J. Warren McClure School of Emerging Communication Technologies

The J. Warren McClure School of Emerging Communication Technology (ECT) underwent a substantial curriculum revision after its re-naming by the Ohio University Board of Trustees in 2019. The school integrated the existing Information and Telecommunication Systems (ITS) curriculum with newly developed courses in augmented and virtual reality production and application. Through its curricular revision, the school positioned itself as a leading academic unit emphasizing the *intersection of technology and creativity*.

The school continues to offer undergraduate and graduate degrees in information networking architecture, and it now offers a new degree in Virtual Reality and Game Development which will welcome its first cohort of students in the Fall of 2022. The school collaborates with the College of Business in the undergraduate OHIO Esports Certificate, which was approved in June of 2019. This certificate program allows students from any major to develop skills in esports management, game design, esports broadcasting, and networking design to prepare them for careers in the rapidly growing esports industry. The Scripps Hall esports facility serves as the core learning hub for this certificate.

In addition to collaboration on esports, the McClure school is collaborating with other colleges to develop programs in cybersecurity. In May 2022, the state of Ohio approved a new undergraduate certificate in Cybersecurity Management in which the McClure School partners with the College of Business. The school is also working with the College of Business and the Russ College of Engineering to design full undergraduate degrees in cybersecurity. The school's emphasis on curricular revision has expanded its recruitment message to prospective students and for Fall of 2022 we anticipate a three-fold increase in the number of new first year students in the program.

Experiential Learning in the Gaming Research and Immersive Design Lab

The Gaming Research and Immersive Design Lab is an experiential learning hub within the McClure School that integrates students from multiple Ohio University colleges and programs. The GRID Lab was created in 2015 to provide the Appalachian Ohio region with training, education, and opportunities to develop technical and creative skills with digital game technology. In 2016, Ohio University awarded the GRID Lab just over \$900K through an internal Innovation Strategy grant.

Since that time, the lab has generated **\$4.35 for every single dollar invested** by the university through the initial seed money.

The GRID Lab has actively pursued funded research and creative projects that allow students hands-on learning opportunities. Since 2019, the GRID Lab has received over \$4M in external funding to create AR/VR content in collaboration with colleagues from the College of Arts and Sciences, the Heritage College of Osteopathic Medicine, the College of Health Sciences and Professions, and the Voinovich School. Through these projects, the GRID Lab has developed a state-of-the-art AR/VR production lab that has employed, on average, 30 students each semester since 2017. In five years, OHIO went from having no VR/AR presence to being a top-ranked program in the state, region, and nation (currently ranked 7th in the Midwest and 36th overall by the [2021 Animation Career Review](#)). The GRID Lab was integrated into the McClure School in 2019 and has collaborated in the development of the esports initiative at Ohio University.

The OHIO Esports Arena's role in Experiential Learning

Using the GRID Lab as a model, the OHIO esports facility will substantially expand students' opportunities for curricular and co-curricular experiential learning. Launched through the presidential strategic fund, the state-of-the-art esports arena houses 30 high-end gaming PCs available for both classroom instruction and student co-curricular use. The arena also includes 12 high-end gaming PCs for use in competition, most notably in the Mid-American Conference's Esports Collegiate where OHIO plays against peer institutions. Supporting this competitive play is the arena's broadcasting facility designed to stream competitive events to Twitch, YouTube, and other contemporary streaming platforms. This broadcasting capability was built to industry standards through consultation with alumni working at major esports companies and serves as a significant outreach and recruitment tool.

OHIO Esports is characterized by a robust academic certificate program which enhances student co-curricular involvement. The Esports Certificate offers four pathways through which students can study esports: sports management, information technology, game design, and broadcasting. This academic initiative is paired with an active 450-member Bobcat Esports club, and an active Discord server with over 1000 students, alumni, and prospective students where we engage in significant student outreach and prospective student recruitment. OHIO Esports blends academic and co-curricular activities to catalyze learning by doing.

To conclude, the Scripps College of Communication and the J. Warren McClure School of Emerging Communication Technologies are excited about the partnerships and opportunities created by the OHIO Esports Arena. Building on a history of transformative experiential learning, we are confident that the facility will enhance academic programs and also provide a vibrant space for student community building in the heart of campus.

June 13, 2022

Scripps College of Communication: **Engaged Learning through Gaming and Esports**

Tab #; pg

A Headline to Begin:

FOUR Scripps Alums win Pulitzers



Drew Angerer

(BSVC '12)

Getty Images

“Breaking News Photography”



Marcus Yam

(BSVC nd)

Los Angeles Times

“Breaking News Photography”

A Headline to Begin:

FOUR Scripps Alums win Pulitzers

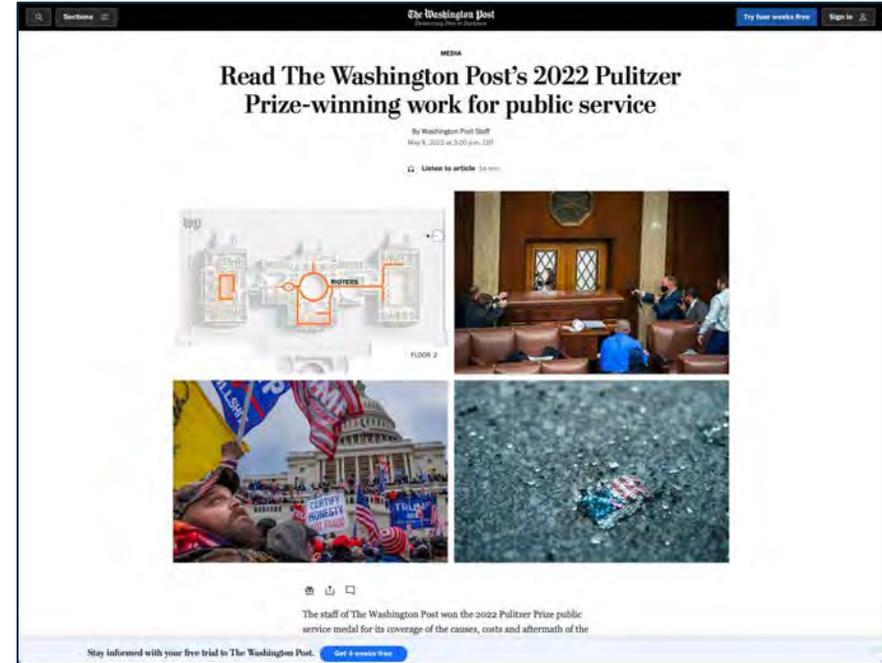


Amanda Voisard

(BSVC '02)

Washington Post

“Public Service”



Matt Zapotosky

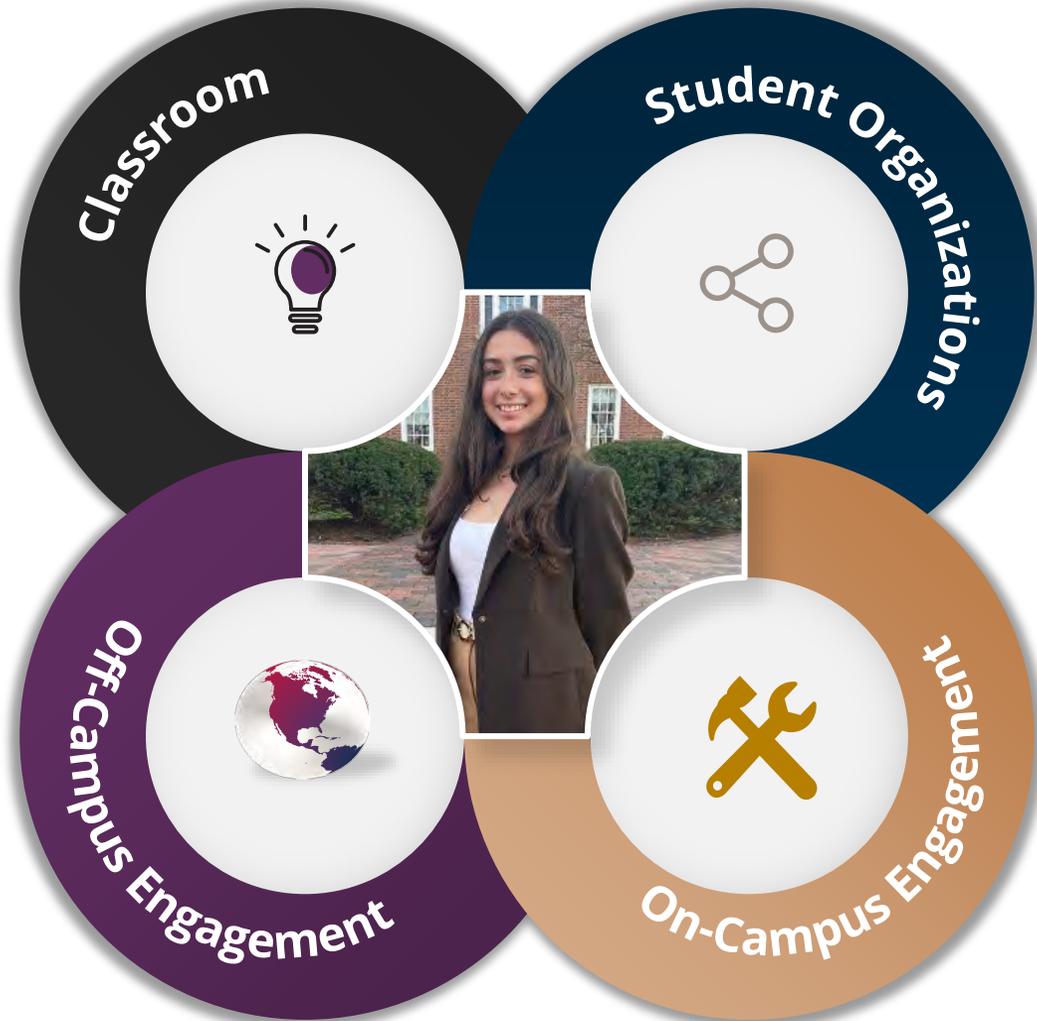
(BSJ '08)

Washington Post

“Public Service”

Scripps' Experiential Ecosystem

Develop conceptual foundations and skills.



Engage in experimentation to apply skills and grow understanding.

Perform external application of learned skills and knowledge.

Receive mentoring and professional socialization.



J. Warren McClure School of Emerging Communication Technologies

The Intersection Between Technology and Creativity





Cybersecurity Management Certificate – 15-16 credit hours (In cooperation with MIS- Business)

ITS 2300
DATA
NETWORKING

ITS 4310
PRIVACY

ITS 4330
COMPLIANCE

ITS 4510
NETWORK
SECURITY

ITS 4530
ENCRYPTED
COMMUNICATION

Choose
2 ITS courses

MIS 2200
SYSTEMS
ANALYSIS &
DESIGN

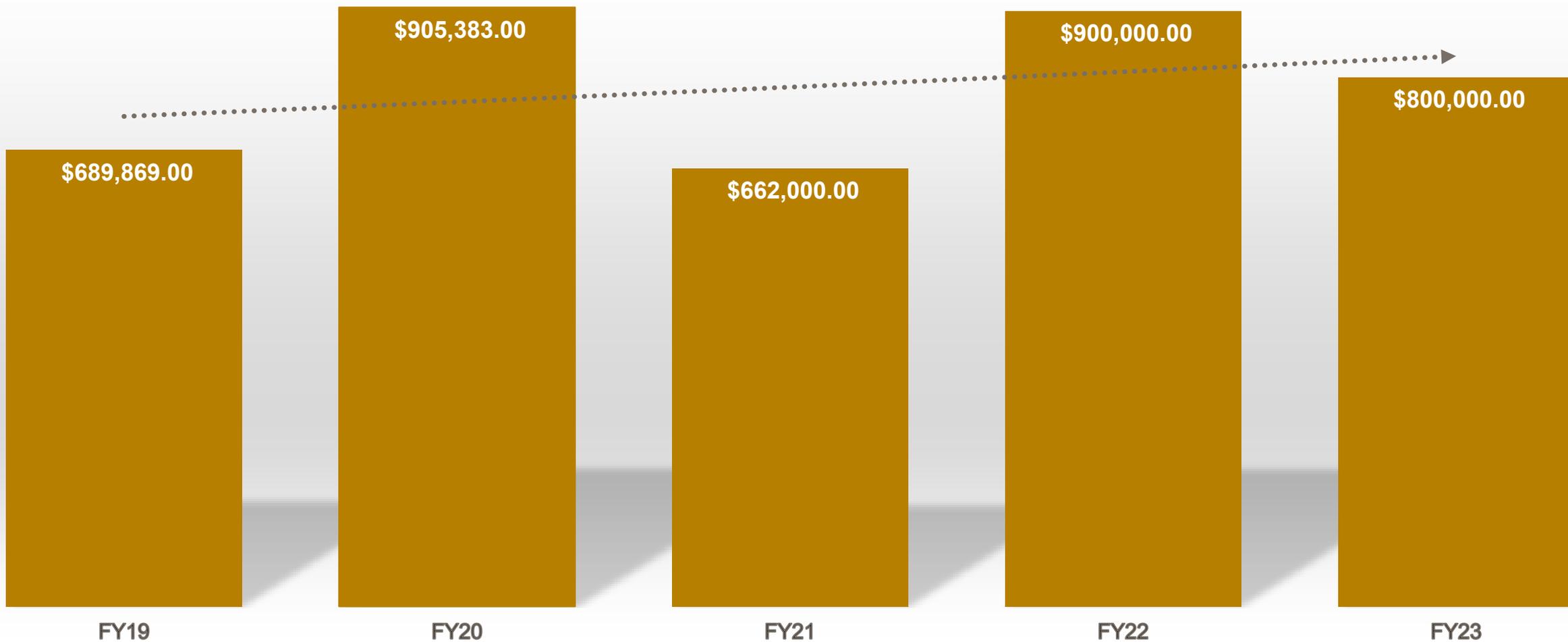
MIS 2800
BUSINESS
INTELLIGENCE & INFO.
MANAGEMENT

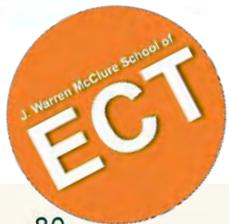
MIS 3800
CYBERSECURITY FOR
BUSINESS
INFORMATION
SYSTEMS

3 MIS
Required courses

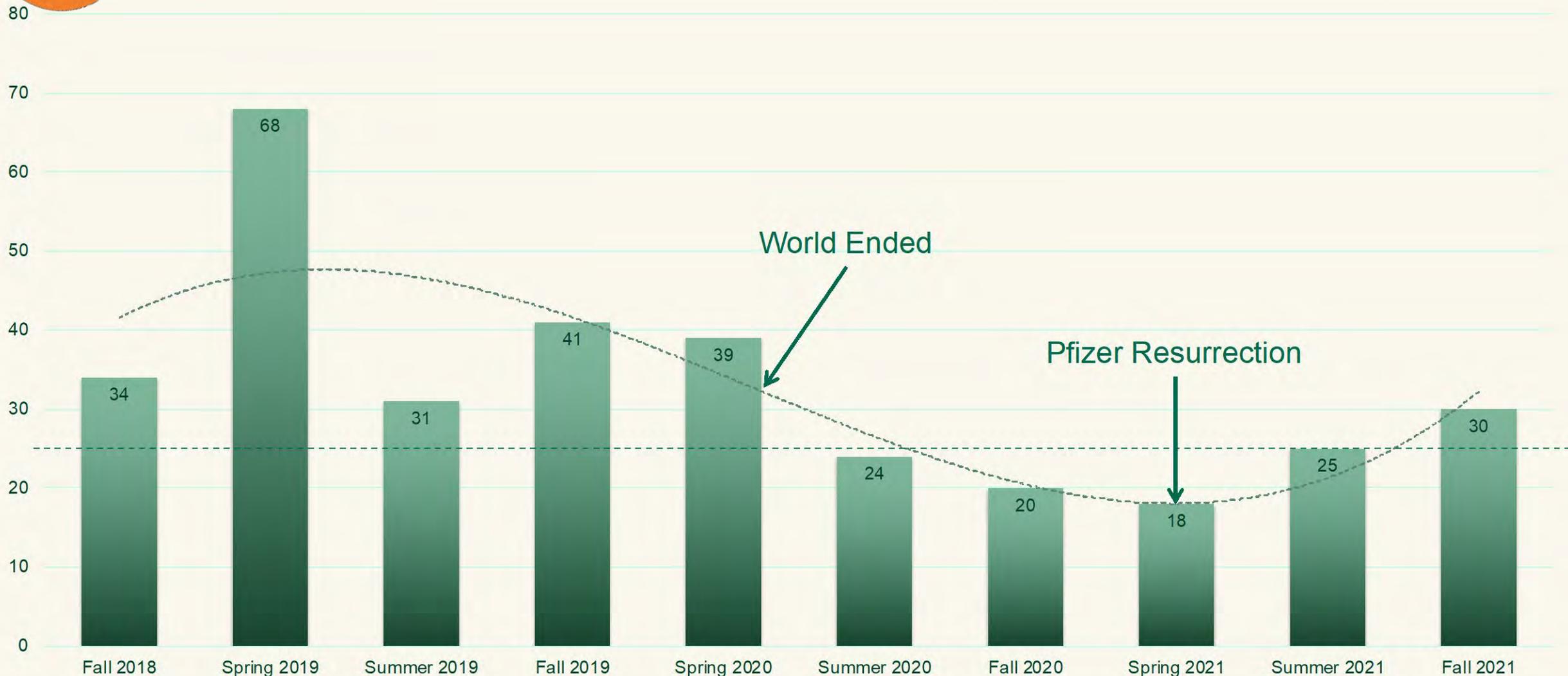


GRID Lab External Funding





On-Campus Learning in the GRID Lab



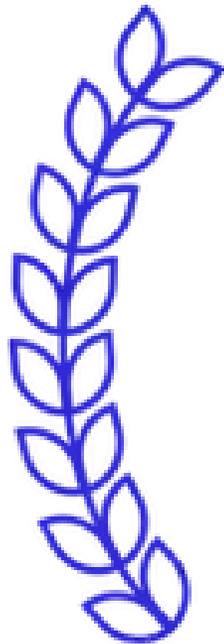


Top 10 Augmented/Virtual Reality (AR/VR) Schools in the Midwest 2021 College Rankings Animation Career Review

Ranking	School	State
1	University of Michigan	Michigan
2	University of Illinois at Chicago	Illinois
3	Iowa State University	Iowa
4	Northwestern University	Illinois
5	University of Illinois at Urbana-Champaign	Illinois
6	DePaul University	Illinois
7	Ohio University	Ohio
8	Purdue University	Indiana
9	The Ohio State University	Ohio
10	University of Chicago	Illinois

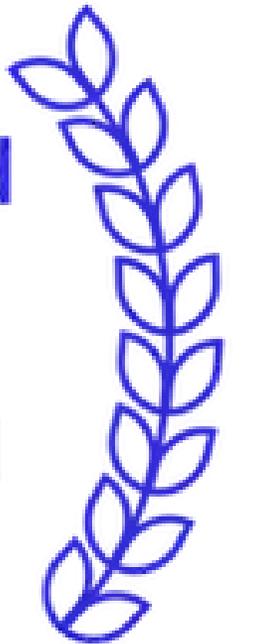


Game Design Awards



2021

**James Paul Gee
Learning Games Award**



Finalist

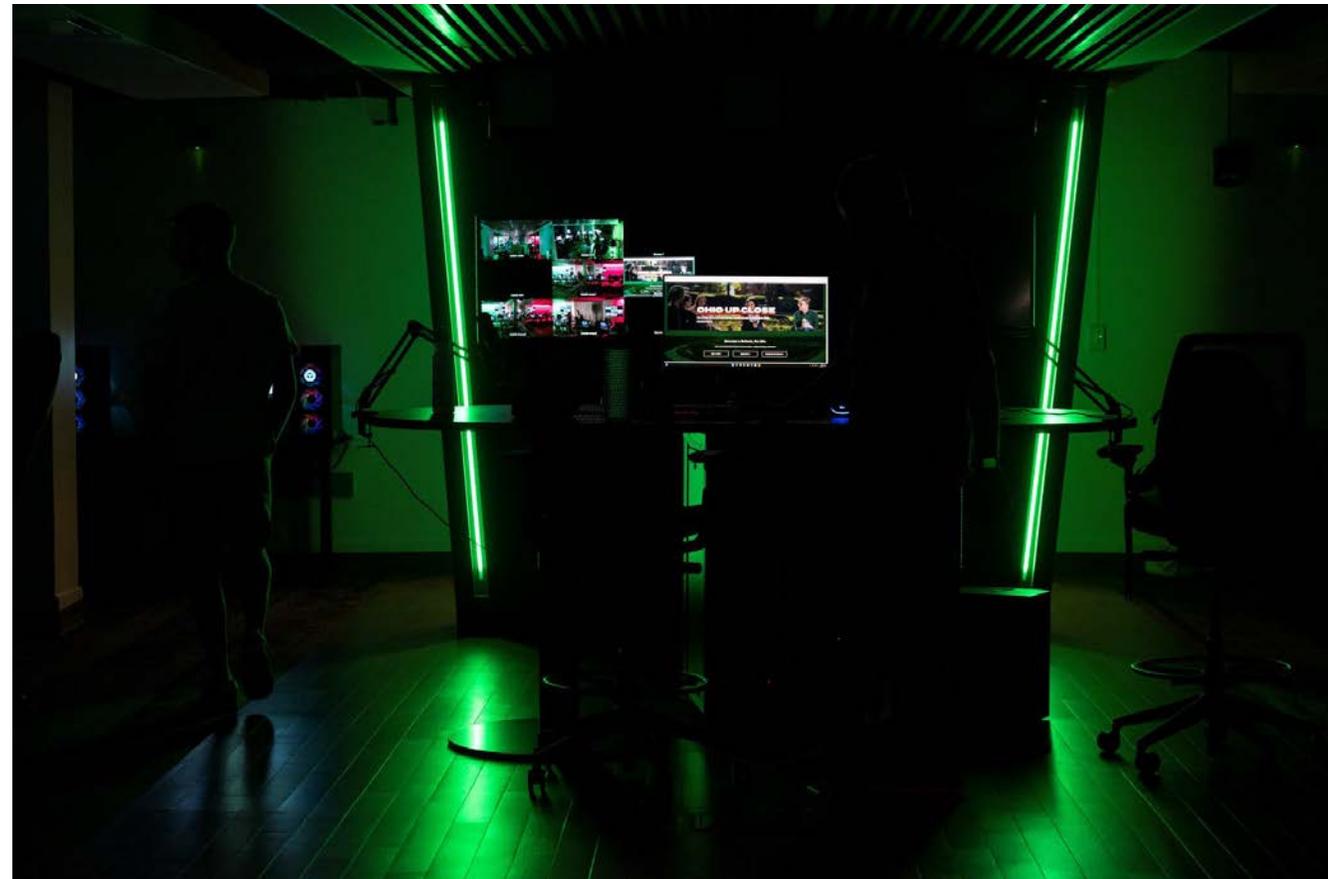
Videogames: The Dominant Media Industry

- Gen Z (10-25): 87% play videogames
- Netflix: “We compete with Fortnite more than HBO”
- Gaming is a broadcast ecosystem
- Gaming is a social activity



OHIO and Games

- 35% of 1st Year Students: Games for roommate matching
- OIT indicates at least 800 gaming consoles in dorms
- 1000 students, alumni, and staff in Bobcat Esports Discord





74% of respondents say that they would use the facilities from 1-3 days a week

~630 students
2.5 hours per visit
3 days a week

Our respondents say that on average, they would spend 3.78 hours in the facility per visit



Esports Certificate – 19 credit hours

(In cooperation with Sports Administration - Business)

Required Core
ITS2140 IT Systems
SASM1010 Intro Sports MGMT

Sports Management

Game Design

Information Technology

Esports Broadcasting

3 classes in one of these areas

Capstone (Pick 1)
MGT3170 Bus Plan Design
COMS4050 Mtg & Conf Planning
SASM3760 Sports Facility Mgmt
ITS4440 IT Mgmt

New OHIO Esports Arena
Opening in fall 2022



OHIO Esports Vision

- Be inclusive home to vibrant gaming communities for current and prospective students
- Provide multiple, internationally recognized, esports and gaming education pathways that reflect industry needs
- Deliver best experiential learning opportunities that spark careers in the esports industry



Club officers speak to the OHIO Board of Trustees (2019)

Key OHIO Recruitment Drive

\$1 BILLION*
ESTIMATED
ESPORTS
REVENUE IN 2020

+87%
ESPORTS
JOB GROWTH
IN 2020 - 21

CONNECT WITH US!

- BobcatEsports
- BobcatEsports
- @BobcatEsports
- OUBobcatEsports

OHIO UNIVERSITY
Undergraduate Admissions
Chick Hall 120
1 Ohio University Drive
Athens, OH 45701-2219
T: 740.593.4100
www.ohio.edu

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47896 OH

Esports
AT Ohio
WE'RE ASSEMBLING
OUR TEAM

ESPORTS
A diverse
out 250 members
and areas of
and camaraderie.
Overwatch,
Legends, CS:GO,
e, and Super Smash
ity of gamers who
in communication
a healthy culture
academic units
nt of quality esports

FACILITIES
A state-of-the-art esports arena, opening in 2020, features tournament space, high-end gaming PCs for community play, and the latest software development tools for esports- and STEM-related classes. The new arena will be housed in Scripps Hall alongside the Game Research and Immersive Design (GRID) Lab, an innovative and creative center for students, faculty, and staff research and project development.

ACADEMICS
Students majoring in any of OHIO's 250+ academic programs—from games and animation to entrepreneurship to fine arts—can pursue esports as an academic interest and a career. Courses offered include:

- Digital Game Design
- Internet Applications and Network Systems
- Business Plan Design
- Introduction to Sports Management

BUSINESS OF GAMES SUMMIT
Ohio University hosts the Business of Games Summit, which brings together entrepreneurs, investors, developers, and players to discuss the latest trends in the business of gaming and esports. During the event, students learn from industry leaders and network with potential employers.
gridlab.ohio.edu/foogs

ALUMNI NETWORK
Our alumni are leaders in the esports field—our Bobcat alumni include the CEOs of Esports Engine, eFusion, DGN Games, and Game Day Communications. Other alumni work for Activision Blizzard, the Boston Lighting, Electronic Arts, Sony, and more.

- Large university gaming club with nationally ranked teams
- Thousands of students who identify as gamers and interested in gaming careers
- Alums - Gaming industry legends and thought leader/influencers
- World leader in sports management and journalism
- Existing investment in gaming and gaming curriculum through GRID Lab
- Ohio and Midwest emerging as gaming industry nexus

Conclusion:

32%↑

Entering Cohort Fall 22

87%

First-Year Retention Rate

4.1 yrs

Average 4-year Grad Rate

80%+ Students Complete Internships



OHIO
UNIVERSITY

Interoffice Communication

Date: May 26, 2022

To: The President and Board of Trustees

From: Elizabeth Sayrs, Executive Vice President and Provost
Candace Boeninger, Vice President for Enrollment Management
Robert Callahan, Senior Director, Enrollment Initiatives

Re: Revisioning OHIO's College Credit Plus (CC+) Program

During the fall 2021 semester, Executive Vice President and Provost Sayrs convened the CC+ Strategy Group and tasked its members with developing recommendations for a new comprehensive CC+ strategy. During the June board meeting, we will provide an overview of those key recommendations and illustrate how they will strengthen relationships with service area school districts, increase enrollment and access to the OHIO experience and improve upon the college going culture of Southeastern Ohio. We will also provide a long-term vision that will guide the programs implementation into the future.

June 13, 2022

Revisioning OHIO's College Credit Plus (CC+) Program

Tab #; pg

CC+ History

In 2015, Ohio University implemented the State of Ohio's newly legislated dual enrollment program called College Credit Plus with the following objectives in mind:

- Create a consistent set of policies, practices and experiences across all 6 campuses.
- Ensure compliance with Ohio law, agency rules and industry best practices.
- Provide a high-quality student experience.
- Focus on academic achievement and preparedness for success in subsequent sequential courses.

CC+ Enrollments

OHIO's CC+ Enrollment Compared to Statewide Participation

	Fall 2017		Fall 2018		Fall 2019		Fall 2020		Fall 2021	
	#	% of Headcount								
Ohio University Athens	120	0.41%	103	0.36%	126	0.47%	148	0.58%	129	0.53%
Ohio University Chillicothe	159	9.40%	175	10.98%	134	9.06%	170	12.13%	207	17.12%
Ohio University Eastern	132	21.60%	111	21.55%	149	28.88%	147	32.31%	144	33.88%
Ohio University Lancaster	214	13.25%	165	10.50%	245	16.18%	231	19.28%	184	20.49%
Ohio University Southern	191	13.78%	174	14.03%	182	16.47%	185	17.39%	209	22.09%
Ohio University Zanesville	104	8.64%	95	8.53%	103	10.29%	118	12.46%	181	20.97%
Ohio University Total	920	2.56%	823	2.39%	939	2.90%	999	3.29%	1054	3.66%
Statewide CC+ Enrollment*	48,377	1.90%	51,510	1.60%	55,891	1.68%	56,429	1.77%	55,789	1.89%

*Represents enrollments at Ohio public community colleges and 4-year universities

CC+ FY22 Strategy Group

The CC+ Strategy Group was tasked with considering the following:

- Can the program enhance OHIO's access mission?
- Can the program be used to build enrollment pipelines?
- Which of our campuses and service areas should be targeted?
- Can we more effectively partner with school districts?
- What courses or course combinations should we offer and in what modalities?
- What is the ROI for CC+ expansion?

CC+ Strategy Group - Strategy 1

Develop a formal strategy for engaging with high school partners that involves tailored benefits based on the needs of the school district.

- Engage with school districts to better understand their specific needs of the district (technology gaps, teacher credentials, cost of textbooks, etc.) and of their students and tailor partnership strategies accordingly.
- Explore and create new professional development opportunities and workshops for high school teachers and administrators that work closely with the CC+ program.

CC+ Strategy Group - Strategy 2

Proactively recruit students to OHIO's CC+ program and create greater affinity to OHIO in order to increase matriculation rates.

- Create a campus-based strategic recruitment plans to increase the number of students enrolled in OHIO's CC+ program.
- Create low risk college-course opportunities that introduce younger students to college courses without exposing them to potential negative academic consequences.
- Develop structured course schedules on all campuses that would allow students to complete courses in the morning and return to their high schools for extracurricular activities in the evenings.
- Implement a process that allows for high school graduation and associate degree conferral to take place in a more closely aligned manner.

CC+ Strategy Group - Strategy 3

Increase the number of course sections offered in secondary school buildings and explore new ways in which we can break down barriers created by long distances to a physical campus.

- Align CC+ admission policy between the Athens and regional campuses in order to create greater consistency and access in the Athens campus service area.
- Collaborate with academic departments to reduce the minimum credentials for teacher approval where possible while ensuring that HLC and ODHE guidelines are met.
- Coordinate CC+ course offerings across school districts using the OULN system and similar systems employed by the school districts.

CC+ Strategy Group - Strategy 4

Create a new CC+ tuition and fees table that aligns with the default CC+ tuition structure prescribed in the Ohio Revised Code in order to accomplish the following:

- Allow for a more planful approach to CC+ budget modeling and understanding of the ROI opportunities.
- Creates opportunities to engage school district partners in conversations regarding strategies that would support partnerships and student access to the program.

CC+ Strategy FY23 Implementation

The following teams have been organized and have already started the work of implementation:

- Academic Policy
- Academic Advising and Student Services
- School District Partnerships and Engagement
- Operations and Budget
- Recruitment, Retainment and Communication

A phased approach will take place during the 2022-23 academic with a complete launch of all strategies by the start of the fall 2023 semester.

CC+ Long Term Vision

Ohio University embraces the positive impact that dual enrollment programs have on college-going rates and views the College Credit Plus program as **a critical component of its access mission**. Thus, OHIO is committed to redefining the institutional understanding and culture surrounding the execution and value of the CC+ program. **Being a committed partner to the school districts** in our region requires us to take proactive, intentional measures to recruit, support and retain CC+ students who have the ability and desire to pursue an OHIO degree. Most importantly, **OHIO will leverage the CC+ program to create access to the OHIO experience** in ways that most influence the college-going culture of Southeastern and Appalachia Ohio while also increasing the number of OHIO's CC+ students who successfully matriculate into degree-seeking programs after high school graduation.



OHIO
UNIVERSITY

Interoffice Communication

Date: May 26, 2022

To: The President and Board of Trustees

From: Elizabeth Sayrs, Executive Vice President and Provost
Robin Oliver, Vice President for Communications and Marketing

Re: Healthcare Brand Campaign Development

At the direction of President Hugh Sherman, Vice President Robin Oliver worked with branding agency Truth & Consequences to conduct discovery with the goal of providing strategic marketing direction to elevate OHIO's academic reputation. Following competitive research and conversations with academic leadership, Ohio University is pursuing a phased approach to highlight key areas of academic excellence, beginning with our excellence in healthcare education and service.

During the June Academics and Student Success committee meeting, Vice President Oliver will share an update on the development of a branding campaign promoting Ohio University's leadership in preparing students for careers in health. University Communications and Marketing has developed the direction for the healthcare brand campaign with input from Deans John McCarthy (College of Health Sciences and Professions) and Mark Weinberg (Voinovich School of Leadership and Public Service) as well as Executive Dean Ken Johnson of Ohio University's Heritage College of Medicine.

The goals of this presentation are to:

- Make the Board aware of plans to launch a healthcare brand campaign this fall;
- Seek the Board's feedback on the direction of the campaign creative and messaging; and
- Garner the Board's support to move forward with this branding initiative under the direction of the President, Provost and VP for UCM.



OHIO
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Interoffice Communication

Date: May 26, 2022

To: The President and Board of Trustees

From: Candace J. Boeninger, Vice President for Enrollment Management

Re: **Fall 2022 Enrollment Update**

I will provide another brief update regarding the fall 2022 incoming Athens freshman class, which is shaping up to be one of the largest in the University's history. Final enrollment data will not be available until after the official census date, but I will describe our current progress toward confirmations of intent to enroll as well as historical context that informs our ability to project final enrollment.

In addition, I will provide a brief update on overall total enrollment at the institution and will brief the board on Enrollment Management's upcoming strategic priorities, leaving time for discussion and questions from board members at the chair's discretion.

June 13, 2022

Enrollment Update

Tab #; pg

Fall 2022 Athens Freshmen Update

Application Activity Comparison
as of 5/18/22

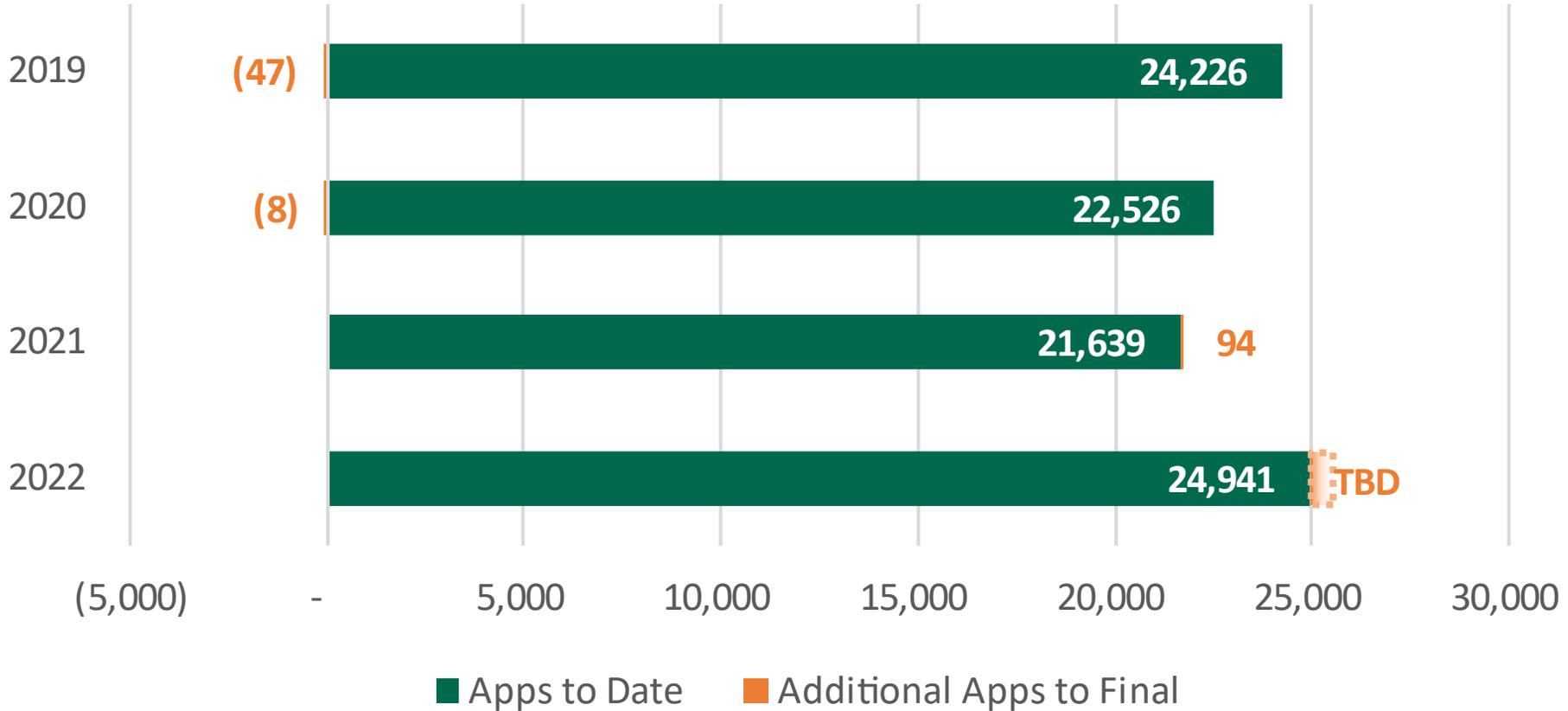
Total Apps
End of Cycle:

24,179

22,518

21,733

TBD



Fall 2022 Athens Freshmen Update

Admit Activity Comparison
as of 5/18/22

Total Admits
End of Cycle:

19,843

2019

(87)

19,930

19,700

2020

19,380

320

19,245

2021

19,120

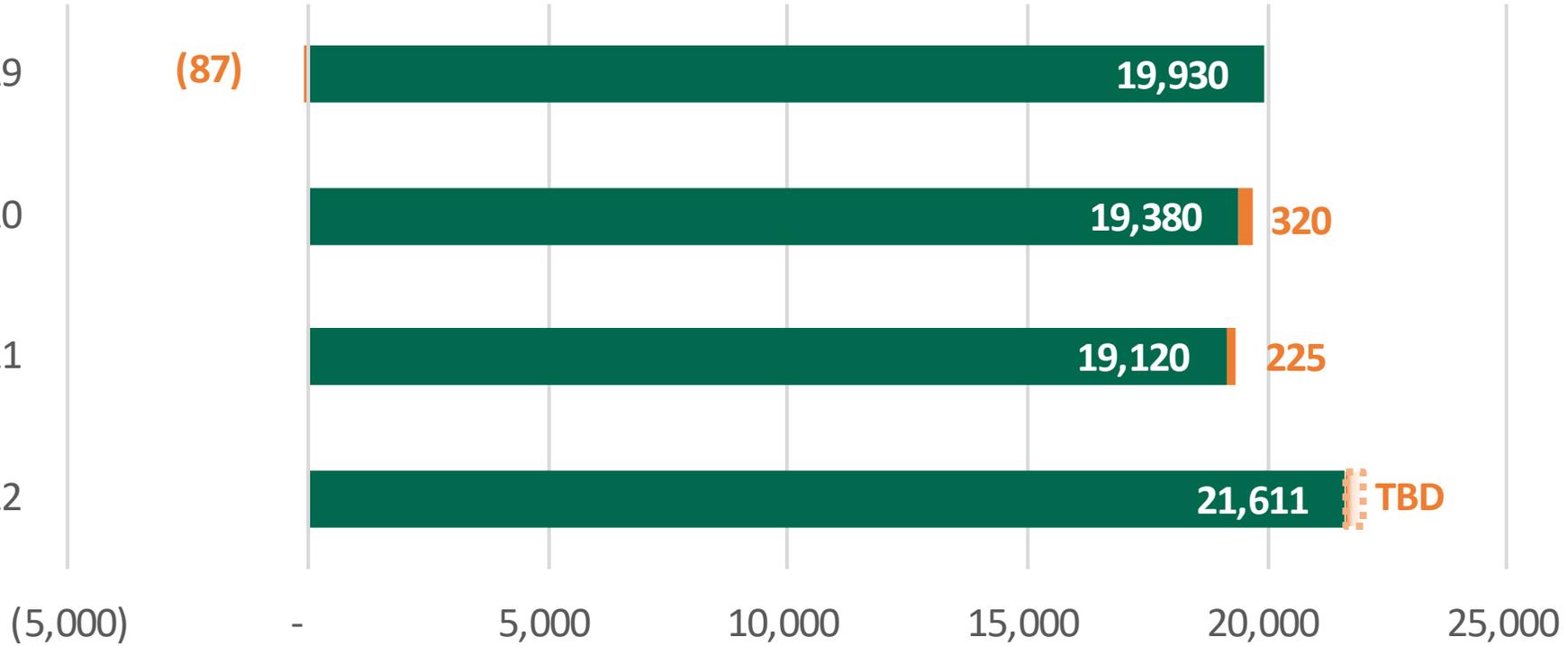
225

TBD

2022

21,611

TBD



■ Admits to Date ■ Additional Admits to Final

Fall 2022 Athens Freshmen Update

Confirmation Activity Comparison
as of 5/18/22

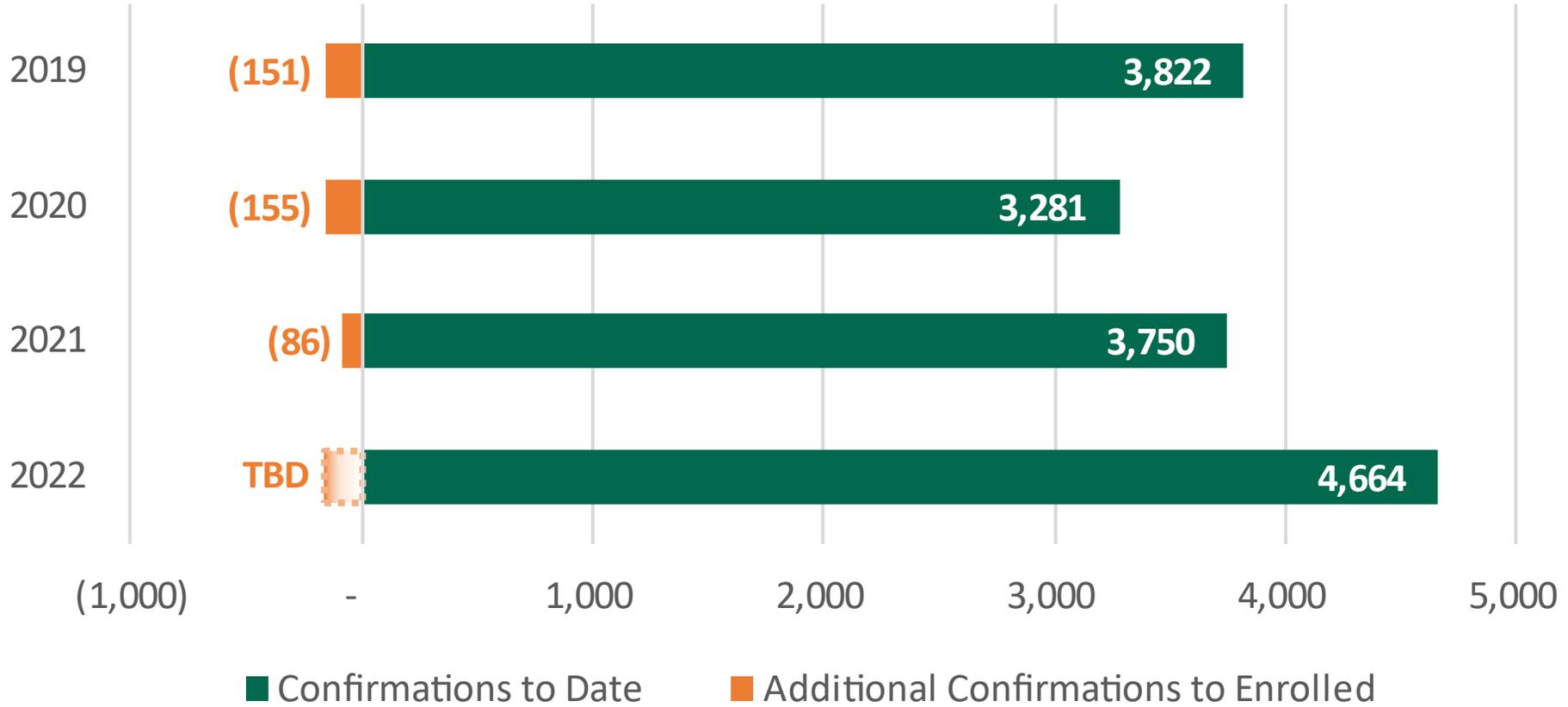
Total Enrolled
End of Cycle:

3,671

3,126

3,664

TBD

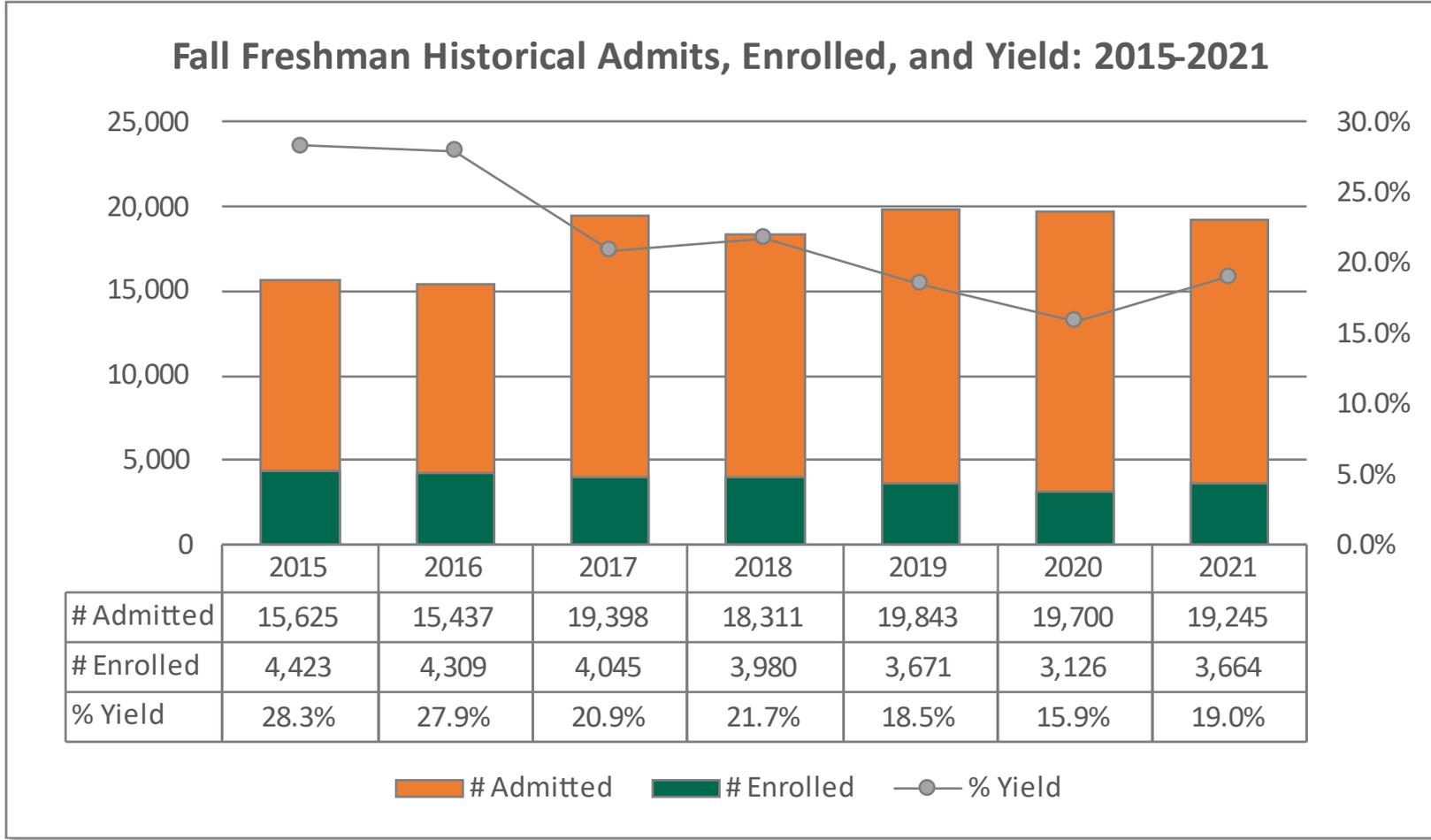


Fall 2022 Athens Freshmen Update



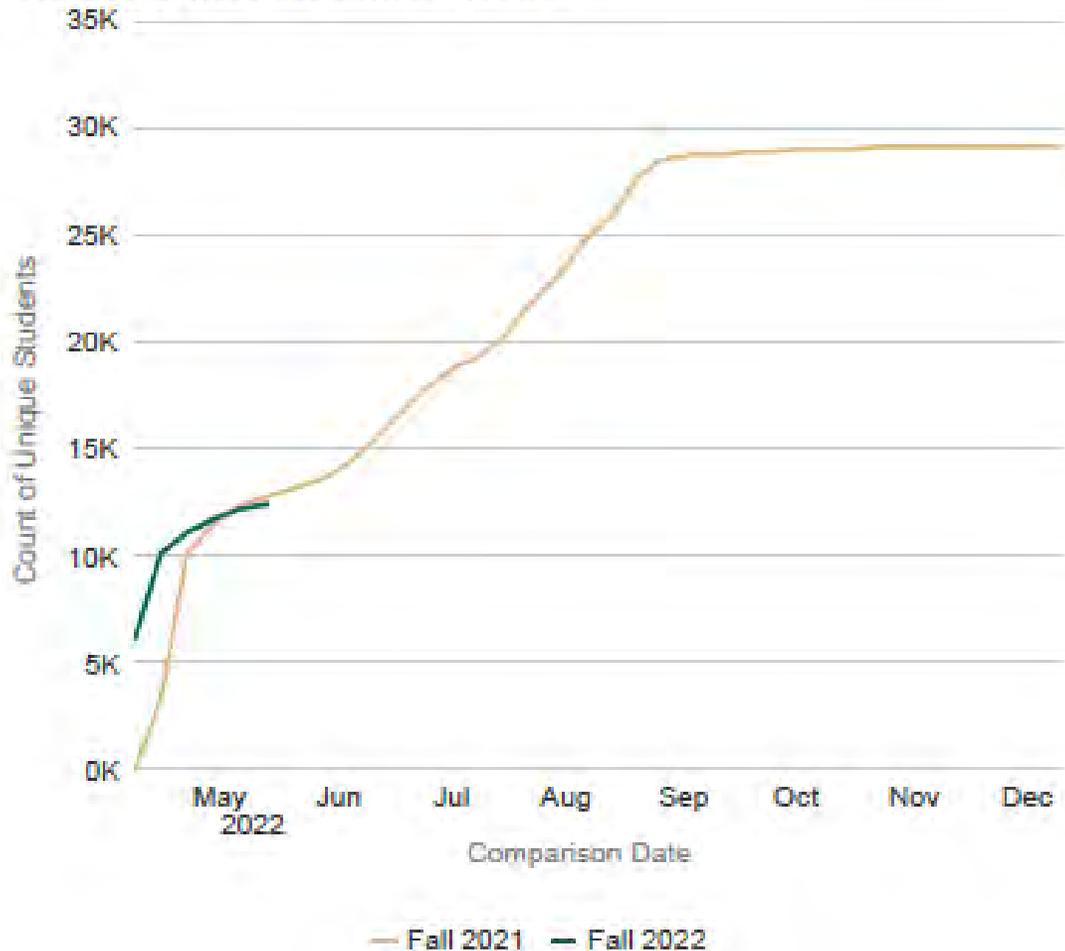
>4000 Freshman Classes Since 1970

Enrolled	Year
4,423	2015
4,379	2014
4,309	2016
4,244	2013
4,165	2005
4,084	2006
4,072	2009
4,045	2017
4,006	2007



Fall 2022 Preliminary Total Headcount Enrollment

University-wide Enrollment Trend



YTD in-progress comparison as of 5/13/2022

Fall 2022 In Progress

- Fall 2022 freshmen enrollment not yet depicted; begin enrollment this month
- Tracking ahead in YTD freshman retention, likely due in part to 2021 COVID delays
- Continued growth in graduate enrollment
- Non-nursing online undergrad programs up 39% YTD
- RN to BSN applications still trailing prior years

Enrollment Management Priorities

Establish an **enrollment-forward culture**
University-wide

Rebase the EM budget
and track ROI of each major investment

Engage in **strategic enrollment planning**

Prioritize **OHIO Online enrollment** infrastructure

Pursue a **One OHIO enrollment approach** across all six campuses

Optimize scholarships and aid
in- and out-of-state

Support launching the **next phase of OHIO Honors**

Regain **Ohio market share** on all campuses

Continue to **grow non-resident enrollment**

Revamp transfer credit processes and service

Build **graduate EM** infrastructure

Continue to deliver **excellent service** in-person and online

Strategically distribute **HEERF III funding** and respond to **COVID**

Continue innovative **G+ Graduation Plan support**

Realize a competitive advantage via an **enhanced campus visit**

Discussion



Interoffice Communication

Date: May 26, 2022

To: The President and Board of Trustees

From: Elizabeth Sayrs, Executive Vice President and Provost

Re: **Certificate Programs Approved 2021-2022**

Ten new certificates were proposed and approved through the Programs Committee of University Curriculum Council in 2021-2022.

The new certificates are listed below.

1. Interprofessional Care – Undergraduate
Department of Interdisciplinary Health Studies
College of Health Sciences and Professions
2. Aging Services – Graduate
Department of Interdisciplinary Health Studies
College of Health Sciences and Professions
3. Technology Enhanced Language Teaching – Graduate
Linguistics
College of Arts and Sciences
4. Communication Diversity, Ethics, and Inclusivity – Graduate
E.W. Scripps School of Journalism
Scripps College of Communication
5. Six Sigma Black Belt – Graduate
Industrial and Systems Engineering
Russ College of Engineering and Technology

6. Media Tools for Professional Communication – Graduate
E.W. Scripps School of Journalism
Scripps College of Communication
7. Biomedical Arts – Undergraduate
School of Art + Design
College of Fine Arts
8. Music Composition – Undergraduate
School of Music
College of Fine Arts
9. Certificate in Mixed Methods Research – Graduate
Educational Research and Evaluation
Patton College of Education
10. Business Cybersecurity Management – Undergraduate
Analytics & Information Systems
College of Business
11. Political Communication – Undergraduate (relocation)
From the Department of Political Science in the College of Arts and Sciences to the School of
Communication Studies in Scripps College of Communication



Interoffice Communication

Date: May 26, 2022

To: The President and Board of Trustees

From: Elizabeth Sayrs, Executive Vice President and Provost

Re: **Promotion and Tenure Effective 2022-2023**

The results of the promotion and/or tenure review process for 58 tenure-track faculty, the promotion review process for 24 instructional faculty, and the promotion process of 4 clinical faculty members are attached for your information.

For tenure-track faculty, there were 32 promotions to the rank of associate professor with tenure, 1 for tenure only, and 25 promotions to the rank of professor.

For instructional faculty, there were 20 promotions to the rank of associate professor of instruction and 4 promotions to the rank of professor of instruction.

For clinical faculty, there was 4 promotions to the rank of associate clinical professor.

College of Arts and Sciences			
Promotion to the rank of	First Name	Last Name	Department
Associate Professor with Tenure	Jonathan	Agensky	Political Science
Associate Professor with Tenure	Nicholas	Allan	Psychology
Associate Professor with Tenure	Sabrina	Curran	Sociology and Anthropology
Associate Professor with Tenure	Yaqin	Feng	Mathematics
Associate Professor with Tenure	Adam	Fuller	Mathematics
Associate Professor of Instruction	Heather	Hopgood	Chemistry & Biochemistry
Professor	Jill	Ingram	English
Associate Professor with Tenure	Joseph	Johnson	Biological Sciences
Associate Professor of Instruction	Ian	Klein	Biological Sciences
Associate Professor of Instruction	Daniel	Kline	English
Associate Professor with Tenure	Victoria	Lee	History
Associate Professor with Tenure	Amy	Lynch	Geography
Professor	Jaclyn	Maxwell	History
Associate Professor with Tenure	Daniel	Moak	African American Studies
Professor	Gabriela	Popa	Physics & Astronomy
Professor	Kimberly	Rios	Psychology
Associate Professor with Tenure	Cortney	Rodet	Economics
Professor	Andrew	Ross	Political Science
Associate Professor with Tenure	Myrna	Sheldon	Classics and Religious Studies
Associate Professor with Tenure	Rebecca	Snell	Environmental and Plant Biology
Professor	Eric	Stinaff	Physics & Astronomy
Associate Professor with Tenure	Kirstine	Taylor	Political Science
Associate Professor with Tenure	Anna	Terman	Sociology and Anthropology
Professor	Christopher	Thompson	Linguistics
Associate Professor with Tenure	Nathan	Weyand	Biological Sciences
College of Business			
Associate Professor of Instruction	Janna	Chimeli	Analytics and Information Systems
Professor	Sinan	Gokkoya	Finance
Associate Professor of Instruction	Mary	Haines	Marketing
Associate Professor with Tenure	Grigorius	Livanis	Management Systems
Associate Professor of Instruction	Shawnee	Meek	Management Systems
Associate Professor of Instruction	Theodor	Muir	Marketing
Associate Professor with Tenure	Greg	Obi	Management Systems
Professor	David	Ridpath	Sports Administration
Professor	Amy	Taylor-Bianco	Management Systems
Associate Professor of Instruction	Kelley	Walton	Sports Administration
Associate Professor of Instruction	Christina	Wright	Sports Administration

Scripps College of Communication			
Professor	Purba	Das	Communication Studies
Professor	Samuel	Girton	Visual Communication
Professor	Timothy	Goheen	Visual Communication
Professor	Gary	Kirksey	Visual Communication
Professor	Brittany	Peterson	Communication Studies
Professor	Jatlin	Srivastava	Journalism, E.W. Scripps
Associate Professor with Tenure	Wolfgang	Suetzel	Media Arts & Studies
Associate Professor of Instruction	Andrea	Walla	Media Arts & Studies
Patton College of Education			
Professor	Sandy	Chen	Recreation, Sports Pedagogy, and Consumer Sciences
Associate Professor with Tenure	Tamarine	Foreman	Counseling and Higher Education
Professor	Lisa	Harrison	Teacher Education
Associate Professor of Instruction	Elizabeth	Kinnard	Teacher Education & Child Development Center
Associate Professor with Tenure	Jen	Newton	Teacher Education
Tenure	Haesun	Park-Poaps	Recreation, Sports Pedagogy, and Consumer Sciences
Associate Professor of Instruction	Teri	Peasley	Teacher Education
Associate Professor of Instruction	Kimberly	Swart	Teacher Education & Child Development Center
Associate Professor of Instruction	Laura	Wentworth	Teacher Education
Russ College of Engineering and Technology			
Associate Professor with Tenure	Manuel	Aros-Vera	Industrial and Systems Engineering
Associate Professor with Tenure	Daniel	Che	Civil Engineering
Professor	Wojciech	Jadwisieniczak	Electrical Engineering and Computer Science
Associate Professor with Tenure	Mustafa	Shraim	Engineering Technology & Management
Associate Professor with Tenure	Lei	Wu	Civil Engineering
Professor	Yuqiu	You	Engineering Technology & Management
College of Fine Arts			
Associate Professor of Instruction	Samuel	Dodd	Art + Design
Associate Professor with Tenure	Field	Garrett	Interdisciplinary Arts
Associate Professor of Instruction	Shelley	Gruendler	Art + Design
Associate Professor with Tenure	Daniel	Harper	Art + Design
Professor	David	Haugen	Theater
Associate Professor with Tenure	Matthew	Talbert	Music
Professor Instruction	Rebecca	VerNooy	Theater

Heritage College of Osteopathic Medicine			
Professor	Elizabeth	Beverly	Primary Care
Associate Clinical Professor	Amber	Healy	Specialty Medicine
Professor	Rosellen	Roche	Primary Care
College of Health Sciences and Professions			
Associate Professor with Tenure	Glenn	Abraham	Social Work
Associate Professor with Tenure	Melvina	Brandau	Nursing
Associate Professor with Tenure	Sherleena	Buchman	Nursing
Professor Instruction	Michael	Clevidence	Applied Health Sciences and Wellness
Associate Clinical Professor	Ashley	Crowe	Physical Therapy
Associate Professor of Instruction	Kristine	Ensign	Applied Health Sciences and Wellness
Professor	Dustin	Grooms	Rehabilitation and Communication Sciences
Professor Instruction	Heather	Harmon	Social and Public Health
Professor	Sheryl	House	Nursing
Professor Instruction	Bentley	Krause	Rehabilitation and Communication Sciences
Associate Clinical Professor	Rebecca	Meier	Rehabilitation and Communication Sciences
Associate Professor of Instruction	Jennine	Mick	Social and Public Health
Associate Professor of Instruction	Penelope	Roberts	Nursing
Associate Professor of Instruction	Danielle	Schabel	Nursing
Associate Professor with Tenure	Dana	Scott	Nursing
Associate Professor with Tenure	Jennifer	Shadik	Social Work
Associate Clinical Professor	Jeffrey	Vasiloff	Rehabilitation and Communication Sciences

TENURE- TRACK FACULTY DATA	2021-22	2020-21	2019-20	2018-19	2017-18
Promotion to Associate Professor	0	0	1	1	0
Promotion to Associate Professor with Tenure	32	29	34	25	22
Promotion to Professor	25	14	22	19	23
Promotion to Professor with Tenure	0	0	0	1	0
Tenure	1	2	2	1	1
TOTAL	58	45	59	47	46
INSTRUCTIONAL FACULTY DATA	2021-22	2020-21	2019-20	2018-19	2017-18
Promotion to Associate Prof of Instruction	20	14	38	14	18
Promotion to Professor Instruction	4	5	14	4	4
TOTAL	24	19	52	18	22
CLINICAL FACULTY DATA	2021-22	2020-21	2019-20	2018-19	2017-18
Promotion to Associate Clinical Professor	4	1	0	0	0
Promotion to Clinical Professor	0	2	1	1	0
TOTAL	4	3	1	1	0



Interoffice Communication

Date: May 26, 2022
To: The Ohio University Board of Trustees
From: Dr. Hugh Sherman, President
Re: **Honorary Degree Resolutions**

I am proud to report to the Board of Trustees that we will be presenting two honorary degree resolutions for your consideration at the June 13-14, 2022 meetings. The resolutions will honor Distinguished Professor Gladys Bailin Stern and Dr. Atsuo Iiyoshi.

A pioneer in American Dance, **Gladys Bailin Stern** is Director Emerita and Distinguished Professor of Dance at Ohio University. In 1986, she was selected as the first woman to be awarded Distinguished Professor at Ohio University. Professor Bailin Stern taught in the School of Dance from 1972-2018, serving as a Distinguished Professor of Dance and the Director of the School of Dance. Her leadership and vision led the Ohio University School of Dance to national prominence and helped to distinguish it as one of the first modern dance-based programs in Ohio. Professor Bailin Stern taught generations of dancers, imparting deep knowledge of modern technique, choreographic principles, and professional practices. In addition, she has established two scholarships in the School of Dance and has shown her commitment to Ohio University and its students in countless ways. She has made significant contributions nationally and internationally, and has made a profound difference through her service, commitment and dedication to teaching and dance.

Dr. Atsuo Iiyoshi has distinguished himself both as a physicist and an academic leader. He currently serves as Chancellor and Chairman of the Board of Directors of Chubu University. He has been recognized three times as Professor Emeritus by two universities and the National Institute for Fusion Science, and even received the 2018 Doctor Honoris Causa from the Russian Academy of Sciences. Dr. Iiyoshi has heralded Chubu University and personally strengthened its partnership with Ohio University for almost a quarter century. During his tenure, he not only established the Kazuo Yamada Scholarship for hundreds of Ohio University students to attend and study at Chubu University in Japan, but also supported Chubu's gift which allowed for the renovation and expansion of the Yamada International House on OHIO's campus. Most recently, his efforts contributed to the creation of the Ryozo Ohnishi Graduate Fellowship offering OHIO graduates full tuition scholarships (plus stipend) to study in a Chubu University graduate program, as well as the corresponding creation of a similar program allowing Chubu students to study abroad here in Athens. His unwavering commitment for academics and education is most impressive.

RESOLUTION TO ADOPT UPDATED COMPLETION PLAN

RESOLUTION 2022 –

WHEREAS, Ohio Revised Code Section 3345.81 requires the board of trustees of each institution of higher education shall adopt an institution-specific completion plan designed to increase the number of degrees and certificates awarded to students; and

WHEREAS, the plan shall be consistent with the mission and strategic priorities of the institution, include measureable student completion goals, and align with the state’s workforce development priorities; and

WHEREAS, the plan of each institution shall be updated at least once every two years and upon adoption by the board of trustees, each institution of higher education shall provide a copy of its plan to the chancellor of higher education.

NOW, THEREFORE, BE IT RESOLVED that the Ohio University Board of Trustees adopts the “Ohio University Completion Plan Update 2022” attached hereto and instructs the Secretary of the Board to provide a copy of the plan to the chancellor of higher education.



OHIO
UNIVERSITY

Interoffice Communication

Date: May 26, 2022

To: The President and Board of Trustees

From: Elizabeth Sayrs, Executive Vice President and Provost

Re: 2022 Ohio University Completion

Ohio Revised Code Section 3345.81 requires the board of trustees of each institution of higher education to update at least once every two years its institution-specific strategic completion plan designed to increase the number of degrees and certificates awarded to students. The updated plan for 2022 is provided and establishes goals for:

- Continued emphasis on first-year retention and graduation rates
- Expansion of the OHIO Guarantee+
- Assessment of OHIO BRICKS general education
- Commitment to an Inclusive Excellence Campus

A resolution is presented for the Ohio University Board of Trustees to adopt the “Ohio University Completion Plan Update 2022.”



Completion Plan Update 2022

Mission

Ohio University holds as its central purpose the intellectual and personal development of its students. Distinguished by its rich history, diverse campus, international community, and beautiful Appalachian setting, Ohio University is known as well for its outstanding faculty of accomplished teachers whose research and creative activity advance knowledge across many disciplines.

Vision

Ohio University will be the nation's best transformative learning community where students realize their promise, faculty advance knowledge, staff achieve excellence, and alumni become global leaders.

Campus Student Body Profile

Ohio University was established in 1804 by the State of Ohio and is the oldest university in the Northwest Territory. Ohio University is designated as a Doctoral University (Very High Research Activity) by the Carnegie Foundation for the Advancement of Teaching 2021 classification. The main campus is in the city of Athens in the Appalachian foothills. It is a classic residential campus that serves as the major educational institution in southeastern Ohio.

In the Fall Semester 2021 Ohio University had 19,930 undergraduate and graduate students enrolled (non-OHIO Online) at the Athens campus. Since the mid-1940s, the campus has expanded to include regional campuses in Chillicothe, Ironton, Lancaster, St. Clairsville, and Zanesville that collectively enrolled 4,319 students. In 1976 the College of Osteopathic Medicine was established; recent expansion includes extension campuses in Dublin and Cleveland. Fall 2021 medical student enrollment was 994. There were 3,844 undergraduate students enrolled exclusively in OHIO Online courses. The total unduplicated enrollment for Fall Semester 2021 was 29,087.

For the Ohio University Athens campus, 82% of the undergraduate students are State of Ohio residents. Female students comprise 55.5% of Athens campus students. For Fall Semester 2021 student enrollment by ethnicity showed that 78.1% are Caucasian, 5.9% are African American, and 4.0% are Hispanic. There were 4,592 nonresident students and 911 international students. The freshmen admissions ACT 25th-75th percentile scores were 22-27 and 22% ranked in the top ten percent of their high school class. Part-time degree seeking undergraduate students comprise 20% and 27% are over age 24.

Retention

Ohio University first-year student retention rates on the Athens campus were 79.1% for 2014 to 2015 and reached 81.3% for 2020 to 2021. On the regional campuses over the same time periods retention has increased from 54.0% to 55.8%. The retention data do not include OHIO Online.

First-Year Student Retention by Campus							
Years	2014 to 2015	2015 to 2016	2016 to 2017	2017 to 2018	2018 to 2019	2019 to 2020	2020 to 2021
Athens	79.1%	81.5%	80.0%	81.5%	81.5%	81.3%	81.3%
Regional	54.0%	55.0%	56.9%	54.2%	58.4%	54.9%	55.8%

Graduation

Ohio University awarded 8,879 degrees in 2014-2015 and 9,281 degrees in 2020-2021 as shown in the two tables below.

Degrees Awarded by Campus 2014 - 2015

	<u>Associate's</u>	<u>Bachelor's</u>	<u>Master's</u>	<u>Doctoral</u>	<u>D.O.</u>	<u>Total</u>
Athens Campus	133	6,338	1,599	185	125	8,380
Chillicothe	139	—	—	—	—	139
Eastern	23	—	—	—	—	23
Lancaster	132	—	—	—	—	132
Southern	122	—	—	—	—	122
Zanesville	83	—	—	—	—	83
Grand Total	632	6,338	1,599	185	125	8,879

Degrees Awarded by Campus 2020 – 2021

	<u>Associate's</u>	<u>Bachelor's</u>	<u>Master's</u>	<u>Doctoral</u>	<u>D.O.</u>	<u>Total</u>
Athens Campus	118	6,340	2,032	181	230	8,901
Chillicothe	116	—	—	—	—	116
Eastern	4	—	—	—	—	4
Lancaster	68	—	—	—	—	168
Southern	121	—	—	—	—	121
Zanesville	71	—	—	—	—	71
Grand Total	498	6,340	2,032	181	230	9,281

For the Fall 2011 full-time, bachelor-seeking freshman cohort of 3,837 Athens campus students, 44% graduated in four years or less (17% took 5 years and 3% took six years) while 26% transferred out of the university, for a 90% graduation-and transfer-out rate.

For the Fall 2015 full-time, bachelor-seeking freshman cohort of 4,412 Athens campus students, 51% graduated in four years or less (14% took 5 years and 3% took six years) while 28% transferred out of the university, for a 96% graduation-and transfer-out rate.

4-Year Graduation Rates on Athens Campus							
Year	2011	2012	2013	2014	2015	2016	2017
Student Cohort	3,837	3,870	4,239	4,365	4,412	4,289	4,032
4-Year Rate	44%	45%	45%	48%	51%	50%	53%

The Office Institutional Effectiveness and Analytics prepares an annual Ohio University Fact Book. Compendium data on graduation and retention by gender and ethnicity, as well as student right-to-know data on graduation rates by Pell Grant are also available. Additional statistical data is available through the National Center for Education Statistics.

Barriers to Persistence and Completion

Ohio University has a local admissions policy for any student from Athens and the contiguous Appalachian counties, with 82% of the Athens campus undergraduate students being Ohio residents. Approximately 22% of first-year students attending Ohio University are first generation. Additionally, 99% of freshmen receive grant or scholarship aid while 23% receive Pell Grants.

Entering students without a declared major have been observed to have higher academic probation rates and lower retention rates in comparison to those with a declared major. One-seventh of new students enrolling each year at Ohio University are transfer students, some of whom enter insufficiently prepared to meet Ohio University’s academic expectations. NCES IPEDS data show Athens campus remediation is 2% in math, but less than 1% in English; greater percentages of developmental coursework are required at the regional campuses.

Unmet financial need continues to be a barrier to completion. The OHIO Regional Promise for Fall 2022 is an automatic four-year renewable scholarship program that will cover up to the full cost of regional campus tuition and mandatory fees for full-time, Pell-eligible students with a minimum high school GPA of 3.0. In addition, students at the regional campuses will be eligible for the One OHIO Scholarship if they choose to relocate to the Athens campus.

One of the leading reasons for withdrawing from Ohio University is mental health well-being. Over the last decade demand has skyrocketed to record-breaking numbers of students seeking individual appointments and group therapy sessions in Counseling and Psychological Services (CPS). CPS offers developmental, preventive, and remedial services are offered. Also,

programs that promote the intellectual, emotional, cultural, and social development of students is available.

Additionally, within Ohio University's undergraduate student population that are age 25 and over (mostly at the regional campuses and through OHIO Online), there are many family support and life/personal issues, including food insecurity, transportation, childcare, work conflicts, housing, finances, substance abuse, and self-confidence.

Update of Completion Goals for 2020–2022

Emphasis on first-year retention and graduation rates continued to serve as completion goals for Ohio University. In addition, attention to academic advising, career development, and meaningful experiential learning are completion strategies that have been deployed:

OHIO Guarantee+

At Ohio University, we have long been committed to affordability, predictability, and cost transparency through our OHIO Guarantee, providing level-rate tuition, housing, dining, and fees locked in for 12 consecutive semesters. We have taken that commitment to a whole new level with the OHIO Guarantee+ by delivering an individualized graduation plan that ensures our students graduate on time and on plan, or we will make it right, including covering the cost of additional courses if necessary. It goes beyond a guaranteed price to deliver real return on investment.

Ohio University's OHIO Guarantee+ Graduation Plan program was the first initiative of its kind to create a guided pathway model integrating advising, career, and experiential learning. These areas are deemed critical to student success and integrating them allowed Ohio University to design intentional touchpoints throughout a student's academic journey. Graduation plan touchpoints are milestones that include academic advising, early career coaching and career engagement, and immersive experiential learning opportunities.

In fall 2020, 28 academic programs participated in Stage 1 of the OHIO Guarantee+ Graduation Plans initiative. These departments created a customized guided pathway for students to follow from their first semester through graduation. These plans are customized by major and personalized by students. This guided pathway model put students at the center and OHIO built a wraparound support network to help them persist and ultimately graduate, with the goal of graduating on-time and on-plan. Additionally, the model focused on affordability by guaranteeing a set rate of tuition and fees for eight semesters.

Now finalizing Stage 3 to roll out in Fall 2022, all Athens campus majors, over 250, will be participating in the OHIO Guarantee+ Graduation Plans program. To support this initiative, the Center for Advising, Career and Experiential Learning was created with student success at the heart of their work. The Center for Advising, Career and Experiential Learning leads academic advising, career engagement and experiential learning, providing milestone opportunities and intentional touchpoints for students enrolled in Graduation Plans. The unit enhances strategic curricular and co-curricular opportunities that contribute to a students' post-graduation goal attainment and development as members of their communities. Each of the offices, described

below, play a specific role in offering specific support and personalized opportunities to OHIO's students.

Allen Advising and Academic Colleges. Academic milestones, such as minimum GPA and credit hours earned, were added to a student's graduation plan to ensure they were persisting in a timely manner and working towards graduating on-time and on-plan. Each academic college has a team of Success Advisors to provide personalized outreach to students. These advisors support students through academic difficulty as indicated by our early alert system. When an alert is triggered, Success Advisors reach out to the student to offer resources and support. Additionally, they can adjust the student's graduation plan, so their path is updated to reflect their new journey.

Career Network. Early career engagement is a marker of student success and key for students to achieve their post-graduation goal. Career Strategists and Success Advisors support students in early career coaching by updating their professional materials, encouraging engagement in an industry hub or meeting with an employer visiting campus. This early exposure helps a student refine their post-graduation goal and integrate professional milestones such as engaging with alumni, or participating in an internship or practicum, into their graduation plan.

Experiential Learning. Experiential Learning is education through action, and reflection on the experience to make ourselves and our society better. OHIO has categorized experiential learning into six types: creative activity, research, leadership, study away, internship and community engagement. To remove barriers and increase access to opportunities to learn by doing, the Office of Experiential Learning provided 80 financial awards to OHIO's students and faculty to encourage participation in deep, immersive experiences.

As of spring 2022, over 2,400 students are actively participating in OHIO Guarantee+ Graduation Plans and have completed over 48,000 milestones. These 48,000 milestones represent 48,000 opportunities for a student to interact with their Success Advisor, Experience Designer, Career Strategist or Faculty Mentor who can encourage and guide them to their post-graduation goal and help make the most of their time at OHIO. Ultimately, the OHIO Guarantee+ Graduation Plan program, with its web of support and customized milestones, empowers students to co-create their own pathway towards their definition of success.

OHIO BRICKS – Reimagined General Education

OHIO's original general education program was established by the faculty in May 1979. In 2014, the Faculty Senate approved a more robust set of outcomes for its graduates known as the General Education Common Goals. A Reimagining General Education Task Force began work in April 2019 and in early 2020 the University Curriculum Council and the Faculty Senate approved a revised general education statement of intent and model called BRICKS (Build-Reason-Integrate-Communicate-Know-Synthesize). Implementation took effect Fall Semester 2021.

OHIO BRICKS achieves common goals learning outcomes, aligns with Higher Learning Commission accreditation and Ohio Department of Higher Education expectations for teaching,

learning, and assessment, aligns curriculum and intentions for deeper learning, and communicates the intent and value of general education to students and employers.

Breadth of Knowledge Goals. OHIO's breadth of knowledge goals reflect Ohio Department of Higher Education (ODHE) requirements for general education curriculum at all public universities in the state of Ohio. The areas of distribution required are courses in English composition, mathematics, statistics, and logic, arts, and humanities. social and behavioral sciences, and natural sciences. Courses meeting breadth of knowledge goals must be approved by ODHE for the Ohio Transfer Module (OTM).

Common Learning Goals. The general education common goals were developed a general education task force in 2013 based on the AAC&U LEAP (Liberal Education & America's Promise). The LEAP Initiative proposed 16 "essential learning outcomes" for all undergraduate programs emphasizing a liberal arts education. In 2014, OHIO's Faculty Senate passed a resolution endorsing the general education common goals. The resolution outlined steps for implementing the common goals into a revised general education. OHIO's eight common learning goals for the reimagined general education program are critical thinking, ethical reasoning, integrative learning, intercultural knowledge and competence, oral communication, quantitative reasoning, teamwork, and written communication.

For BRICKS, UCC has approved generic measurable and actionable learning outcomes for each of the breadth of knowledge and common learning goals. The total number of learning outcomes is 57 including 42 learning outcomes for the eight common goals and 15 learning outcomes for the breadth of knowledge goals.

In AY20-21, UCC approved 805 courses for BRICKS. Each new or revised course submitted was carefully reviewed to ensure that descriptions, learning outcomes, topics, and key grade factors aligned with BRICKS learning outcomes.

Before Summer 2020, OHIO had received OTM approval for 95 courses. Between Summer 2020 and Spring 2021, ODHE's OTM faculty panels have approved 69 new OHIO OTM/OT36 courses. As of fall 2021, we received approval for an additional 88 courses.

Inclusive Excellence Campus

In 2018, the university recommitted to diversity and inclusion as its top strategic priority. To bolster its commitment, the university hired its first Vice President for Diversity and Inclusion. Under Dr. Gigi Secuban's leadership, the university developed and adopted its first diversity and inclusion strategic plan. The University's Inclusive Excellence Strategic plan has the full support of the university, including formal endorsement by its Board of Trustees.

To that end, the university has been diligent in its work to implement the action steps outlined in the strategic plan. To raise awareness about our core values, the university also launched its "Make Respect Visible" campaign to increase awareness in Fall 2021. This work has been nationally recognized with the university receiving the HEED award, four times in as many years.

To meet the completion goal established in our 2020 plan, we completed and submitted a self-study for the Inclusive Excellence Self-Study project. However, the institution leading the Inclusive Excellence Self-Study project suspended the program. Please see our Campus Climate and Inclusive Excellence entry in the Enhanced Completion Strategies for 2022-2024 below.

Update of Completion Goals for 2018–2020

MyOHIO Success Network

In Fall 2016 Ohio University introduced MyOHIO Success Network replacing the MAP-Works[®] program which had been utilized by new undergraduate students since Fall 2010. In Fall 2017 the MyOHIO Success Network was fully implemented for all Ohio University undergraduate students, including the regional campuses and OHIO Online.

The MyOHIO Success Network initiative directly supports the University’s Mission and Vision statements by serving as information and communication hub for students, faculty, and student support staff to connect students with the university resources they need to successfully complete their degrees. This system creates a personalized success network for each student improving how they can access needed support and improving how faculty and staff support our students by enhancing communication and coordination of information across the University.

As an **information hub**, the MyOHIO Success Network allows effective use of information to identify the right student at the right time and refer them to the appropriate service to support their academic success. It provides **early identification** to determine who is at-risk early, thus early intervention is possible to support students in meeting the challenges of our academic expectations. Further, there is **improved communication and coordination** by collecting information from a variety of sources and automating communications both to the student and the students’ success network—advisors and student support staff who have a relationship with that student. The MyOHIO Success Network helps build cross-campus communications in support of our students. The network is **engaging students** by helping keep them informed of their own progress and achievement, supporting effective actions and decisions, and referring those in need to the appropriate campus resources.

Ohio University Text Message Support – MyOHIO Advice

Persistence Plus is a text messaging service that helps all Athens Campus undergraduates stay informed and motivated to complete their degrees. The weekly text messages help students stay focused on their college goals. Enrolled students receive encouraging, psychologically attuned messages throughout the term. The messages are designed to be interactive and become more personalized the more a student responds. Students can stop Mobile Support at any time, but more than 80% remain enrolled and most report really appreciating the extra support.

Strong Start to Finish[®]

“Strong Start to Finish aims to significantly increase the number and proportion of low-income students, students of color and returning adults who succeed in college math and English and enter a program of study in their first year of college.” Strong Start to Finish is presented by the

Education Commission of the States and is a network of postsecondary and philanthropic leaders.

In early 2018, the Ohio Department of Higher Education (ODHE) proposal was one of four nationwide proposals selected for an award over three years. Ohio University collaborates with 11 universities and 18 community colleges in Ohio to work together in regular meetings and conferences to share implementation and assessment results with each other. The ODHE proposal goal is to increase from 33% to 50% by 2021 the completion of college-level math and English in the first year. That goal was exceeded repeatedly from 2018 to 2021.

Ohio University's part in contributing to this statewide goal requires increasing the overall percent of students completing both English and Math on the Athens campus to 72.7% (a 20% increase) and on the regional campuses to 49.8% (a 12.5% increase).

Enhanced Completion Strategies for 2022–2024

Expansion of OHIO Guarantee+, Refinement Based on Assessment of Student Outcomes

Assess the effect of the program on retention and persistence for Stage 1 to 3 participants. Expand the program to students on all five regional campuses in Stage 4 and to students in four-year online baccalaureate and two-year online completion degrees in Stage 5.

Assessment and Refinement of OHIO BRICKS – Reimagined General Education

Continue to increase the number of OTM-approved courses and develop strategies to improve DFW rates.

Campus Climate and Inclusive Excellence

OHIO will engage a nationally recognized external expert in diversity, equity, and inclusion to guide a rigorous review of OHIO's current programs, policies, practices, and climate. More specifically, evaluate and provide expert advice on policies and institutional practices through a diversity, equity, and inclusion lens to include:

1. Climate for Diversity: Review and assess data collected from Campus Climate for Diversity Survey administered in Fall 2021 and conduct additional assessments to provide a full snapshot of the climate for diversity at OHIO.
2. Programs and Services: Review, assess, and offer guidance on existing identity-conscious programs and services designed to engage underrepresented student populations, including evaluating resources (i.e., staffing, budgets).
3. Training Efforts: Review, assess, and offer guidance on existing DEI-focused training initiatives across the University community.

4. Strategic Planning: Review, assess, and offer guidance on the existing Inclusive Excellence Strategic Plan framework.

5. Assessment: Review, assess, and offer guidance on existing DEI-focused learning outcomes and assessment efforts both in the Division of Diversity and Inclusion and at the University-level.

6. Policy Review: Review and provide broad strategic guidance to help shape existing and evolving university-wide policies, including but not limited to:

- Housing and Residence Life Policies, Processes and Procedures
- Student Conduct Policies, Processes, and Procedures
- ECRC Policies, Processes, and Procedures
- Campus Climate/Bias Response, Processes, and Procedures
- Admission and Enrollment Management Policies, Processes, and Procedures
- Financial Aid/Scholarship Policies, Processes, and Procedures
- Student Activities Policies, Processes, and Procedures
- Faculty Promotion and Tenure Policies, Processes, and Procedures
- HR Policies, Processes, and Procedures – Particularly related to the recruitment, retention, and compensation of faculty and staff from underrepresented groups.
- Academic (including curricular) policies, processes, and procedures with regards to DEI issues.

7. Continuous Improvement: Provide post visit support, consultation services, training and the provision of any additional resources identified by the expert to support Ohio University's work on DEI issues beyond the duration of this engagement.

8. Report and Recommendations: Deliver a full report of assessment and guidance, including a list of recommended action items related to each of the prioritized review categories (climate for diversity, programs, training efforts, strategic planning, assessment, policy review, and continuous improvement).

Workforce Development Priorities

Ohio University offers degrees ranging from associate to doctorate, as well as the only Doctor of Osteopathic Medicine in Ohio. Academic programs distributed across 11 colleges and schools award more than 100 degrees. The university extends to five regional campuses, two medical extension campuses, three regional centers, and partners with several Ohio, Kentucky, and West Virginia community colleges. Nearly three-fifths of Ohio University's worldwide alumni reside in the state of Ohio. Each regional campus engages in some form of workforce development activity, most frequently by offering community-oriented trainings and workshops. Ohio University is developing the talent to meet local, regional, state, and national economic needs by preparing a future workforce with the knowledge and skills necessary to succeed in the global marketplace.

Ohio University significantly contributes to the state and region through economic and workforce development; research, scholarship, and creative activity; healthcare and wellness; digital gaming and environment and sustainability. Some brief examples are cited in the following sections.

Economic and Workforce Development

The Association of Public and Land-grant Universities (APLU) today named Ohio University a 2021 Innovation & Economic Prosperity (IEP) Economic Engagement Connections award winner, the top prize in its annual awards competition. The awards recognize innovative projects or programs in economic engagement. APLU's IEP Universities designation program helps higher education institutions codify, elevate, and advance their enterprise supporting economic and community development while providing national recognition to institutions committed to university economic development. To earn the designation, institutions complete a rigorous self-study and stakeholder engagement process. They also identify their economic development strengths and areas of growth and improvement.

Ohio University's incubator for technology startup companies, the Innovation Center, supported 335 jobs that generated an estimated \$22 million in employee compensation in Athens County in 2019. Over the last six years, the business incubator's job creation numbers have more than doubled, and employee compensation generated from its client companies has nearly tripled. Ohio University's George Voinovich School of Leadership and Public Service has worked with communities to foster local economic development, reaching more than 65 Ohio counties, including all 32 in Appalachia. The School works with public- and private-sector partners to promote the success of established and startup companies and build capacity for regional economic development.

These include TechGROWTH Ohio, a partnership with the state's Third Frontier program, which has contributed to \$70 million in technology investment in Southeast Ohio. TechGROWTH's and the Ohio Innovation Fund's efforts helped lead to the merger of Ohio University-supported Stirling Ultracold with BioLife Solutions. OHIO's efforts have led to \$3.5 billion in support of economic activity over the last five years, including the Ohio Procurement Technical Assistance Program with the Ohio Department of Development. The School's Appalachian New Economy Partnership, in collaboration with the College of Business and the Ohio Department of Higher Education, has served as a driving force for economic and community development innovation throughout the region. The School is an USED A University Center and works on major grant

initiatives to promote the economic development of the region with the Governor's Office of Appalachia and the regional Local Development Districts and many other state and regional partners.

The associate degree program in engineering technology (ENGT) at Ohio University Lancaster procured and installed \$500K in new advanced manufacturing equipment during the summer of 2021 at the Fairfield County Workforce Center (FCWC), thanks to state funding. The new equipment includes industrial robots, robotic vision systems, programable logic controllers (PLC), mechatronic trainers and other advanced manufacturing equipment used in the ENGT program and non-credit training.

During the 2021-2022 academic year, five courses were taught at the FCWC using this equipment. These courses included students in the ENGT program and were open to employees from the local industry as non-credit training to gain additional skills. In addition to these courses, students from a local high school attended non-credit courses in advanced manufacturing twice a week during the fall and spring semesters.

All equipment obtained by either Ohio University or Hocking College is shared between the two institutions. The equipment can be used for degree-seeking students and non-credit students seeking workforce development. Recently, Ohio University Lancaster was approved by the Manufacturing Skill Standards Council to deliver the non-credit Certified Production Technician (CPT) credential. The CPT credential, offered at the FCWC, is designed for those entering the advanced manufacturing workforce and is highly desired by employers. The FCWC will also host summer camps for high school students in a variety of fields including manufacturing and robotics. This content will be jointly delivered by Ohio University and Hocking College faculty with the goal of getting high school students attracted to the field of advanced manufacturing.

A number of Ohio University programs ranked among the best in the state in the latest U.S. News & World Report rankings of online programs released in January 2022. OHIO's online master's in business programs (non-MBA) ranked 49th in the nation, jumping from 76th, and ranked second-best in Ohio, while the online master's in education program jumped from 132nd to 60th in the nation, and third in the state. The online master's in nursing program was 51st in the nation and third in Ohio, while the online master's in engineering ranked 63rd in the nation.

Ohio University's College of Business ranked among the best schools in the country by Poets&Quants for Undergrads on its list of 2022 Best Undergraduate Business Schools. Overall, Ohio University's College of Business ranked 67th in the country and had the second-highest ranking among public institutions in the state. According to *SportBusiness Professional* magazine's 2021 rankings, Ohio University is the #1 best online postgraduate sport course (Professional Master of Sports Administration) and best postgraduate sport administration course (Master of Business Administration / Master of Sports Administration) program.

According to the 2020 U. S. News and World Report, the graduate ceramics program in the College of Fine Arts now ranks third among all United States programs and the college's graduate printmaking program ranks eighth, representing examples of a thriving community for

the visual and performing artists, designers, and scholars. Tantrum Theater, now located in Athens, was founded in fall 2015 as a professional theater company that serves as a training ground through apprenticeships for students in the School of Theater. Kennedy Museum of Art, the only major art collecting institution in southeast Ohio, is an integral part of the educational, research, and public service missions of Ohio University. As an academic museum with a teaching mission, the Museum provides students, faculty and staff, as well as the greater community, engaging encounters in the arts. The Athena Cinema is a historic art house theater in continuous operation since 1915, hosting dozens of events each year including the Athens International Film + Video Festival in the spring, and bringing filmmakers, scholars, and thought leaders to the southeast Ohio region year-round. Founded in 1979, the Athens Community Music School is truly community-wide in mission and in scope as the principal source of organized and qualified music instruction in southeast Ohio and portions of West Virginia, providing rewarding and enriching musical experiences for its students and instructors. The Ohio Valley Center for Collaborative Arts (CoArts) connects Ohio University's creative and cultural resources with regional and community development efforts while supporting applied research and learning opportunities for faculty and students.

The Center for Campus and Community Engagement works to develop mutually beneficial partnerships between Ohio University and the region, and wherever students go across the globe. University outreach and public service programs provide experiential learning through internships, practicums, service learning, and volunteerism. Annual total impact is over a million hours with a value of several million dollars. The Coalition of Rural and Appalachian Schools in partnership with the College of Education, is an organization of 110 school districts and other educational institutions in the 32-county region of Ohio designated as Appalachia. It advocates for and supports the public schools in the region in the continuous improvement of educational opportunities available to all the region's children.

Research, Scholarship, and Creative Activity

Twenty-one research intensive centers and institutes offer world-class expertise, equipment, and facilities. Ohio University's Institute for Corrosion and Multiphase Technology is the largest of its kind in the world and works in collaboration with a consortium of oil and chemical companies to develop ways to reduce corrosion of pipelines. The Avionics Engineering Center is the only facility of its kind in the United States specializing in research, development, and evaluation of electronic navigation, communication, and surveillance systems. Also, the Institute for Nuclear and Particle Physics hosts the largest and highest-energy particle accelerator in the state. The Center for Intervention Research in Schools is a national leader in developing school-based interventions to improve the lives of children with emotional and behavioral problems. With support from government research funding and industry partners, Ohio University engineers are manufacturing coal-based composite decking boards with reduced energy requirements and lower costs and emissions. In recent years Ohio University has received over \$60 million annually in external research and non-research. Over 250 active patents are held by Ohio University researchers, and between 2004 and 2021 over \$100 million in royalty income has been received. The institution received Carnegie designation as a doctoral university with very high research activity (R1 status) in 2022.

Healthcare and Wellness

One of Ohio University's goals is to educate and train the necessary workforce to ensure accessibility of quality healthcare services and promotion of healthy lifestyles, especially in the Appalachian region. Ohio University trains more primary care physicians and retains more in Ohio. Sixty percent of Ohio University medical student graduates are practicing in Ohio, and the university is ranked 21 in the nation for most graduates practicing in rural areas according to the U.S. News and World Report. Since 1994 the Community Health Programs mobile clinics have traveled hundreds of thousands of miles, bring free and reduced cost health care to people in 24 counties in southeast Ohio.

The College of Health Sciences and Professions (CHSP), one of the largest health-focused colleges in the country, is thinking bigger about health and embracing partnerships to build collaborative, scalable talent and workforce development solutions that are capable of meeting the era's biggest crises and challenges.

CHSP is:

- Increasing health system capacity and infrastructure across the Ohio region through investments in Community Health Worker training.
- Growing the number of workplace development centers based on community need, including mental health and long-term recovery.
- Providing opportunities for career growth and lifelong learning with nursing degree options that span the Associate degree through the Doctoral level; flexible RN to BSN degree options allow working professionals to increase their degree standing while maintaining employment.
- Offering varied Master of Social Work and Master of Public Health degree options that allow students to learn and engage online and in person.
- Providing vital medical support by graduating more than 19,000 trained nurses who are currently working in the State of Ohio.
- Awarding reverse scholarships to medical and health professions students who choose to serve communities across Appalachian Ohio.
- Planning and implementing additional school-based health centers in collaboration with the George Voinovich School of Leadership and Public Service, the Heritage College of Osteopathic Medicine, the OHIO Alliance for Population Health, Nationwide Children's Hospital, Wright State University and 15 school districts in Southeast Ohio.

Digital Gaming

The GRID Lab was created in 2015 to provide the Appalachian Ohio region with training, education, and opportunities to develop technical and creative skills with digital game technology. In 2016, Ohio University awarded the GRID Lab just over \$900K through an internal Innovation Strategy grant. Since that time, the lab has generated \$4.35 for every dollar invested by the university through the initial seed money.

The GRID Lab has actively pursued funded research and creative projects that allow students hands-on learning opportunities. Since 2019, the GRID Lab has received over \$4M in external

funding to create AR/VR content in collaboration with colleagues from the College of Arts and Sciences, the Heritage College of Osteopathic Medicine, the College of Health Sciences and Professions, and the Voinovich School. Through these projects, the GRID Lab has developed a state-of-the-art AR/VR production lab that has employed, on average, 30 students each semester since 2017. In five years, OHIO went from having no VR/AR presence to being a top-ranked program in the state, region, and nation (currently ranked 7th in the Midwest and 36th overall by the 2021 Animation Career Review). The GRID Lab was integrated into the McClure School in 2019 and has collaborated in the development of the esports initiative at Ohio University.

Sustainability and Environment

Ohio University has a rich history in sustainability and a multitude of present-day programs for sustainability in both academics and operations. Ohio University was the co-founder of the national Race to Zero Waste (formerly Recycle Mania) in 2001; was the first public university in the state to hire a full-time employee to work solely on sustainability initiatives in 2007; and became home to the largest in-vessel composting system at a college or university in the nation in 2012. Currently, Ohio University is a Carbon Commitment and a Race to Zero signatory, an AASHE STARS silver institution, a U.S. EPA Top 30 College and University Green Power Partner, a Tree Campus Higher Education, a Bicycle Friendly University, a Bee Campus, a three-time national Game Day Recycling Challenge winner and has over 1 million square feet of LEED-certified building space. These programs provide ample opportunity for experiential and community-engaged sustainability learning for students, as well as lecture material for the formal degree programs in Urban Planning and Sustainability; Environmental Science and Sustainability; and Sustainability, Security and Resilience. Exceptional areas of research in sustainability at Ohio University include the True Pigments project - a collaboration among Ohio University, Ohio Department of Natural Resources - Division of Mineral Resources Management, the U.S. Office of Surface Mining Reclamation and Enforcement, and Rural Action that leverages skills in engineering, art, watershed restoration, and community development to transform iron from acid mine drainage into marketable paint pigments creating economic opportunities through job growth in impacted, small Ohio communities – and US Department of Energy-funded Sustainable Construction Material research at the Institute for Sustainable Energy and the Environment in the Russ College of Engineering, focusing on less energy- and emissions-intensive advanced carbon-based materials.

FACULTY FELLOWSHIP AWARDS

RESOLUTION 2022 –

WHEREAS, the proposed 2022-2023 Faculty Fellowship Leaves listed below have been reviewed in accordance with University policy and found to be meritorious.

NOW THEREFORE, BE IT RESOLVED that the listed leaves be approved, and

BE IT FURTHER RESOLVED that the Executive Vice President and Provost may approve changes in the conditions of the fellowships, but not the total number of fellowships granted, for the academic year.

College of Arts and Sciences			
Name	Department	Terms	Description
Jixin Chen	Department of Chemistry	Fall Semester	Learn a new field in materials science (battery research) by working with a leading research group at another university in order to develop new research projects and grant proposals in the field.
Brian Collins	Department of Classics and Religious Studies	Spring Semester	Conduct research into the myths and rituals associated with the folk god Baital in Maharashtra and Goa for a book on South Asian sorcery and demonology.
David T. Curp	Department of History	Fall Semester	Finish a current book project, <i>The Mystery of Faiths: Poland's Ruined Secular and Sacred Cultures, 1945-1987</i> and begin a new project - <i>Paying the Costs and Reaping the Rewards of Transition: Central Europe and the World since 1989</i> - that builds upon (but expands) this work both chronologically and geographically.
Jared DeForest	Department of Plant Biology	Spring Semester	Establish new research plots in Ohio to act as a negative control with a previous experiment, work with German collaborators to select and sample soils in Germany, and process soils to provide data for a paper.
Glenn Dutcher	Department of Economics	Fall and Spring Semesters	Pursue a research project examining how a college education alters both cognitive and non-cognitive skills, which includes a comparative analysis between France and United States' system.
Christopher France	Department of Psychology	Fall and Spring Semesters	Analyze and publish the results of our NIH-supported Phase 2 clinical trial of a virtual reality intervention for chronic low back pain, develop an NIH grant to support the next phase of this work, and learn new strategies to integrate virtual reality experiences into my graduate and undergraduate teaching.

Hee-Jong Seo	Department of Physics and Astronomy	Fall and Spring Semesters	Optimally reconstruct cosmological information from the first year of data from the Dark Energy Spectroscopic Instrument (DESI), which will be released in Summer 2023.
Yolanda Helm	Department of Modern Languages	Fall Semester	Write a monograph on the oceanic metaphors and the Antillean subjectivity in the works of Martinican author Roland Brival.
Nicole Kaufman	Department of Sociology and Anthropology	Spring Semester	Write a book proposal on the role of religion and science in policies on community corrections (for instance, probation and parole) and collect data on social scientists who have influenced community corrections policy since the 1950s.
Matthew Layton	Department of Political Science	Fall and Spring Semesters	Develop a book proposal/manuscript that provides a retrospective analysis of the politicization of conditional cash transfer (CCT) anti-poverty programs in Latin America, with a particular focus on the case of Brazil's Bolsa Família program.
Frank LoSchiavo	Department of Psychology	Fall Semester	Write a journal article that introduces psychology instructors to new software that offers unique opportunities for teaching basic and advanced statistical techniques to undergraduate students.
Vahe Lskavyan	Department of Economics	Spring Semester	Conduct research about the economics of secret service recruitment in the Soviet Union and learn ArcGIS, a geographical information software for handling and analyzing geographic information.
Robin Muhammad	Department of African American Studies	Fall and Spring Semesters	Complete a book manuscript covering the history of African Americans in the San Francisco Bay Area in the early to mid-twentieth century.
Smoki Musaraj	Department of Sociology and Anthropology	Fall Semester	Conduct ethnographic research, data analysis, and writing of publications on the project "Measuring Wealth, Reframing the Rule of Law in Southeast Europe."
Dwayne Nicely	Department of Mathematics	Spring Semester	Develop original research related to numerical analysis on developing two new algorithms called Lan-DR and N Lan-DR.

Harold Perkins	Department of Geography	Fall and Spring Semesters	Conduct field research in Northwestern Montana and Southern Arizona/New Mexico on the purposeful respatialization of cold water fish species in the face of climate change, conduct archival work on the history of Callery pear as the tree that built suburbia but now considered an invasive pest, and edit completed master's thesis (written by advisee) on geographies of resistance to a natural gas pipeline on environmental justice grounds
Sergio Lopez-Permouth	Department of Mathematics	Spring Semester	Participate in activities of the center for cryptography research of University of South Florida in order to better incorporate cryptography to our offerings at Ohio University and to own research and invest a significant amount of time to finish writing several papers (at least ten) that are in the pipeline.
Dorothy Sack	Department of Geography	Spring Semester	Conduct research and write two articles on Marie Morisawa (1919-1994), one of the first women to earn a Ph.D. in the scientific study of landforms (geomorphology).
Tatiana Savin	Department of Mathematics	Fall and Spring Semesters	Develop an online graduate course on partial differential equation (PDE)
Tony Vinci	Department of English	Spring Semester	Edit a special issue of Extrapolation on how speculative fiction engages emerging theories in the posthumanities, complete an article in the aforementioned special issue, and develop another article.
Vladimir Vinogradov	Department of Mathematics	Fall and Spring Semesters	Collaborate with researchers on several joint projects pertaining to a detailed investigation of the short-term evolutions of the increments of various birth-and-death processes with a growing number of initial particles.
Linda Zionkowski	Department of English	Fall Semester	Edit as well as write an essay and introduction for a volume of essays titled "Representing Exile: Displacement in the Texts of the Long Eighteenth Century."
College of Business			
Name	Department	Terms	Description
Marcelo Kollmann	Department of Management	Spring Semester	Complete an extensive literature review on business demographics, draft a quantitative research project related to this area, and outline a theoretical paper.

Luke Pittaway	Department of Management	Fall Semester	Conduct a Systematic Literature Review (SLR) on the topic of corporate venturing and learning designed to lead to peer review publications, a practical book on 'becoming a corporate entrepreneur' and will help enhance understanding about the entrepreneurial competencies required to engage in CV activity.
Adam Rapp	Department of Marketing	Spring Semester	Begin service as the editor for the Journal of Personal Selling and Sales Management, collaborate with Vlerick Business School to further develop the relationship with Ohio University and integrate international sales into the sales certificate curriculum, and replicate/extend existing articles into new research endeavors.
David B. Ridpath	Department of Sports Administration	Fall and Spring Semesters	Research, write, and submit a new book as a follow-up to work entitled Alternative Models of Sports Development in America, lecture at the University of Bayreuth, and develop additional collaborations with German Club Sports Federation.

College of Fine Arts

Name	Department	Terms	Description
Paul Barte	School of Music	Fall and Spring Semesters	Travel to Germany to examine the unpublished manuscripts of multiple German composers of the 17th and 18th centuries. He will then prepare the music for publication in the A-R Editions' Recent Research in the Music of the Baroque Era series.
Andrea Frohne	School of Interdisciplinary Arts & School of Art + Design	Fall and Spring Semesters	Conduct primary research and draft a book manuscript called Waterways in Contemporary Arts and Visual Culture of the African World. Research and writing will occur in the United States during the fall semester and in Europe during the spring semester.

College of Health Sciences and Professions

Name	Department	Terms	Description
Michelle Morrone	Department of Social and Public Health	Fall Semester	Take the exam for the national REHS credential, revise current EH curriculum to address workforce development, and serve as the Conference Host for the 2023 Appalachian Studies Association annual conference.

Heritage College of Osteopathic Medicine

Name	Department	Terms	Description
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Daniel Skinner	Department of Social Medicine	Fall and Spring Semesters	Co-author "Politics for Health Professionals," a book that seeks to equip healthcare professionals to advocate for social change and health equity.
Patton College of Education			
Name	Department	Terms	Description
Theda Marie D. Gibbs Grey	Department of Teacher Education	Fall and Spring	Serve as co-editor of a special issue of English Teaching, Practice & Critique, develop and implement equity-based teacher professional development, create content for a diverse children's book, and write academic manuscripts that advocate for Black Girls and quality education.
Emmanuel Jean-Francois	Department of Educational Studies	Spring Semester	Conduct an appreciative inquiry study of practices in digitalization of adult higher education that postsecondary adult educators in Germany think positively affect student learning outcomes.
Charles Lowery	Department of Educational Studies	Fall Semester	Conduct a study investigating the perceptions that K-12 school leaders have of their assets and agency in under-resourced districts.
Adah Randolph	Department of Educational Studies	Spring Semester	Edit a book on critical autoethnography that is comprised of data collected over the years and complete data collection for a book about Ethel T. Overby, the first African America female principal of urban schools.
Lijing Yang	Department of Counseling and Higher Education	Fall and Spring Semesters	Serve as a Guest Editor or Co-Editor for a special issue for the journal "Education Sciences" (Switzerland) entitled "Globalization, Social Capital, and Educational Inequality," contribute one solo-authored article on tertiary vocation education across countries, and edit and co-author a few other articles/chapters related to China.
Russ College of Engineering and Technology			
Name	Department	Terms	Description
Jundong Liu	School of Electrical Engineering & Computer Science	Fall Semester	Collaborate with researchers in Information Systems Laboratories (ISL) Inc. to develop and validate radar emitter counting and detection solutions, develop and validate radar enhancement solutions, and develop and validate neural network hardware implementation solutions and apply them to autonomous drones.

Yuqiu You	School of Engineering Technology & Management	Spring Semester	Develop and implement two automated electrohydraulic training panels for Parker Motion Control lab, redesign ETM 3200 course content and lab manuals, and complete the manuscript for a new edition version of the current hydraulic textbook.
Scripps College of Communication			
Name	Department	Terms	Description
Benjamin Bates	School of Communication Studies	Fall Semester	Complete two courses in faculty preparation and collect data in London for examining transformation of space and neighborhoods using walking and interview methodologies.
Laeq M. Khan	School of Media Arts & Studies	Fall and Spring Semesters	Complete a book project titled, "Social Media Analytics: From Discovery to Deployment" and pursue a new research project examining audience engagement, misinformation, and the role of algorithms and artificial intelligence.
Voinovich School of Leadership and Public Service			
Name	Department	Terms	Description
Geoffrey Dabelko	Department of Environmental Studies	Spring Semester	Conduct research and write on the twin challenges of aging and climate change in Athens and Copenhagen, Denmark.



Interoffice Communication

Date: May 26, 2022

To: The President and Board of Trustees

From: Elizabeth Sayrs, Executive Vice President and Provost

Re: Faculty Fellowship Leaves

Each year Ohio University provides faculty with the opportunity to request leave from their campus responsibilities to concentrate on their research and scholarly activity. These requests, received and approved by academic and university leadership, are presented to the Board for approval.

A list detailing the college, department, faculty member, and purpose for the leave is included in the resolution.



OHIO
UNIVERSITY

Interoffice Communication

Date: May 26, 2022

To: The President and Board of Trustees

From: Elizabeth Sayrs, Executive Vice President and Provost
Nicole Pennington, Executive Dean, Regional Higher Education and Lifelong Learning

Re: Regional Coordinating Council Members

Appointments of members to the Coordinating Council for each regional campus are made annually, at the June Board of Trustees meeting, for the following fiscal year. The Councils serve as a vital link between the regional campuses and their communities regarding programming and relationships with governmental and administrative agencies.

The resolution includes appointment of one new member for FY 2023 as well as reappointments for returning members who have reached the end of their term and are eligible and desire to continue serving. Enclosed is the resume for the new appointee.

- John A. Gabis for the Chillicothe campus

RESUME

John A. Gabis, MD, FAAFP, CPE
Medical Director of Community Partnerships

Adena Health System

Work Address:

Adena Health System
9 S. Paint St.
Chillicothe, OH 45601
C 740-703-7136
jgabis@adena.org

Home Address:

22 Yaples Orchard Dr.
Chillicothe, Ohio 45601
H 740-775-5121

johngabis@hotmail.com

Personal:

Married: Janine E. Gabis
Children: Brionne, Katy, Stefan, Andrew

Licensure:

Ohio Medical License #35-057767
Unrestricted DEA Certificate

Board Certification and Other Certificates:

2010-2024 American Board of Family Medicine
2006 Certified Physician Executive, Certifying Commission on Medical Management
2009 NIH Human Subject Research

Education:

1983 **Bachelor of Science**, Ohio University, Athens, Ohio, With Honors
1987 Doctor of Medicine, Wright State University School of Medicine, Dayton, Ohio
1987-1988 **PGY1 Family Medicine Resident**, Medical University of South Carolina, Charleston, South Carolina
1988-1990 **PGY2-3 Family Medicine Resident**, Miami Valley Hospital, Dayton, Ohio
2003 **Medical Informatics Course**, National Library of Medicine/National Academy of Sciences, Woods Hole, Massachusetts
2006 **Certified Six Sigma Black Belt**, Dagaz Consulting, Cincinnati, Ohio

Professional Experience:

- 1990-2006 **Family Medicine Physician**, Chillicothe Family Physicians,
Chillicothe, Ohio
- 2006-Present **Family Medicine Physician**, Pickaway Ross Family Physicians
Chillicothe, Ohio
- 1993-2019 **Ross County Coroner**, Ross County, Ohio
- 1998-2004 **Medical Director**, Part Time, Adena Health System
- 2004-2007 **Medical Director**, Partnered Practices, Adena Health System
- 2007-2011 **Founding Executive Director, PACCAR Medical Education Center**
Adena Health System

Honors and Awards:

- 1982 **Founding President**, Ohio University Health Careers Club
- 1987 Intern Teaching Award, Medical University of South Carolina
- 1989-1990 **Chief Resident**, Family Medicine, Miami Valley Hospital,
Dayton, Ohio
- 1990 **Family Medicine Resident of the Year**, Miami Valley Academy
Of Family Medicine, Dayton, Ohio
- 1994 **One of Ohio's Outstanding Young Physicians**, Ohio State Medical
Association
- 2005 **Fellow, American Academy of Family Physicians**
- 2021 **Ohio Association of Behavioral Health Authorities Recovery
Advocate**

Professional Offices Held:

- 1987-2007 **Board of Trustees**, Ohio Academy of Family Physicians—Student
Representative, Resident Representative, District Director
Committees: Pay For Performance, Practice Management
- 2005-2007 **Board of Trustees**, Ohio Academy of Family Physicians Foundation,
Vice Chair, Special Gifts
- 1994 **President, Ross County Medical Society**, Ross County, Ohio
- 1995 **CEO, Scioto Valley Medical Group**, partner in PHO with Adena
Health System

Adena Health System Positions:

- 1998-2004 **Founding Chair, Partnered Practice Leadership Board** (Internal
Governance of employed physicians)-First governance body of the
employed physicians at Adena Health System

- 2000 **Founding Chair, Physician Advisory Board** (Liaison forum for employed and independent physicians)—to address issues between employed and non-employed physicians during early years of physician employment. Mediated professional relationships between the two groups of physicians
- 2004-2007 **Medical Director of Partnered Physicians** First Physician Executive position in management as (employed physician group)—responsible for the organizing, orienting, onboarding, recruiting, disciplining of the employed physicians at Adena Health System
- 2007-2011 **Founding Executive Director, PACCAR Medical Education Center** Adena Health System- Responsible building a \$15 million Center for Simulation and Educational, developed evaluation system demonstrating efficacy of education programs, developed collaborative relationships with Health Systems in Southern Ohio, responsible for all clinical education at Adena Health System, achieved CME accreditation in 2009, responsible for developmental foundation of Graduate Medical Education steering this program through initial planning to Board approval, recruited first Director of Graduate Medical Education
- 2008-2010 **Ohio Skills Bank Region 7 Employer Panel**, Ohio Board of Regents
- 2009-2011 **Founding Chair, Adena CME Committee** Developed, executed, and maintained the Continuing Medical Education program, achieving initial and reaccreditation through the Ohio State Medical Association
- 2010 **Founding Chair, Ross County Coalition Against Drug Abuse** Multi-agency grass roots effort at combating the opiate abuse and overdose epidemic in Southern Ohio
- 2010-Present **Board Quality Evaluation Committee** Voting medical staff member of the board level quality committee
- 2012-2015 **Regional Medical Director, Central Region** Responsible for Primary Care leadership in the Central Region of the Adena Health System, oversees Adena Urgent Cares as well
- 2015-Present **Founding Chair, Hope Partnership Project** A state and local government and agency project aligning resources, expertise and treatment for drug abuse and overdoses partnering with the Ohio Supreme Court, Ross County Common Pleas Court, Ross County Health District, Paint Valley ADAMH Board, and Law Enforcement Agencies in the region
- 2015-2018 **Senior Medical Director Primary Care** Responsible for Patient Centered Medical Home, Population Health, Primary Care Strategy, responsible for developing pay for

- performance quality incentives for family and internal medicine physicians
- 2015-2018 **Founding Chair of Primary Care Standards Committee**
Committee designed to standardize primary care processes, streamlining care delivery through collaboration and consensus building among primary care providers, problem solving and sounding board committee for impact of system programs and projects on primary care workflow as well as reviewing and operationalizing care guidelines for Adena Care
- 2016-Present **Adena Care Finance and Clinical Committee**
Adena's ACO MSSP product finance and clinical committee, distribution as well as development of clinical guidelines for Adena Care providers
- 2016-2018 **Founding Chair, Adena Medical Group Governance Council**
Elected chair of a new governance and advisory council, designed to foster streamlined communication and decision making in and among Adena Health System Providers and Management that matured into a governance structure for Adena Medical Group
- 2016-2019 **Traditional Rotating Internship/Transitional Year Residency Program Director**
Assumed leadership after retirement of initial program director. Successfully completed American Osteopathic Association review of program, successfully achieved accreditation through the Accreditation Council for Graduate Medical Education, aligning the program for success under single accreditation system
- 2016-2018 **Department Chair, Outpatient Medicine**
Medical Executive Committee position responsible for assuring quality and efficiency, Joint Commission accreditation, and support of Adena Health System clinical goals
- 2018-2021 **President, Adena Medical Group Senior Executive**
Responsible for over 350 physicians and advanced practice providers providing a full spectrum of medical services across a 9 county region in South Central Ohio, recruited over 100 physicians and APPs, established the governance structure and committees to self-govern the medical group
- 2021-Present **Medical Director of Community Partnerships, Adena Health**
Founding Senior Executive working with community partners to bring Adena Health resources to the community to improve health, working with Community Health And Development and other resources

Industry Presentations:

- 2008 Developing an Innovative Education Center at a Rural Hospital, HealthCare Design 08

- Washington, DC
- 2009 Collaboration in Building an Education Center in Southern Ohio
Human Patient Simulator Network National Meeting,
Tampa, FL
- 2009 Plenary Address, Integrating Simulation Education into a Health
System
HPSN Midwest US Chillicothe, OH
HPSN Mid-Atlantic US Baltimore, MD
HPSN Southeast US Atlanta, GA
- 2017 Opiates, Addiction and Family Medicine
OAFP Family Medicine Workshop

Meetings/Symposia Chaired:

- 2008 First Annual Cardiovascular Symposium, Adena Health System
- 2008 Simulation: Past, Present, Future, PACCAR Medical Education
Center

Academic Appointments:

- Clinical Assistant Professor, Family Medicine, Wright State University Boonshoft
School of Medicine
- Clinical Assistant Professor, Family Medicine, Ohio University Heritage College of
Osteopathic Medicine

Community Service:

- United Way of Ross County (Community Chair 2006)
- St. Peter Church
- Hope Partnership Project

Professional Organization Memberships:

- American Academy of Family Physicians
- Ohio Academy of Family Physicians
- American Association for Physician Leadership

Professional Experience, Expanded

Chillicothe Family Physicians, Inc.

- President of CFP, Inc until merger with Adena Health System
- Designed new office space in conjunction with construction manager from Adena Health System
- Coordinated move of practice to newly remodeled space
- Joined an established practice of one physician in 1990 and by 1994 had grown the practice to four Family Physicians and by 1997 has grown to seven physicians and a Physician Assistant
- Converted paper front office system to computerized process

- Negotiated integration of Chillicothe Family Physicians into Adena Health System in 1997, becoming the largest employed practice at Adena
- Designed new construction office space once again and coordinated the second move in 7 years
- Designed Nurse Practitioner role for CFP and developed responsibilities and collaboration for this position

Adena Health System Medical Director of Partnered Practices

- First Certified Physician Executive in Adena's history and established the role of Medical Director at Adena Health System
- Developed Quality Committee for practice based quality improvement
- Founding Chair Partnered Physician Leadership Board, the governing body of employed physicians and was Chair 1998-2000
- Founding Chair of the Physician Advisory Board, a committee of employed and non-employed physicians addressing and resolving concerns of non-integrated but Adena-based physicians
- Recruited physicians to Adena for all specialties, increasing the number of employed physicians from approximately 30 to nearly 70
- Established "Citizenship Criteria" for employed physicians that set expectations of behavior and performance, setting the stage for evaluation and disciplinary process
- Began process of evaluating employed physicians in 2007, was in development when role changed, being deployed in 2010
- Member of Compensation, Finance, and Quality Committee of the partnered practices with experience moving from revenue-based compensation to RVU-based compensation
- Developed physician dashboard, combining productivity, compensation, quality, and coding analysis for each partnered physician
- Developed a standardized Controlled Substance Agreement for system-wide use
- Served on the Senior Executive Team, providing physician perspective and input on System level decisions
- Began development on Electronic Health Record, moving through vendor identification and selection, strategy development, deployment planning using a legacy system instead of "best of breed" approach. Handed off duties to Chief Medical Information Officer when this position was filled
- Deactivated Certified Nurse Midwife program due to low volumes and performance issues with midwives
- Participated in the separation of physicians due to disciplinary action
- Developed Retention and Mentoring Program for new physicians

FACULTY AND ADMINISTRATIVE EMERITI AWARDS

RESOLUTION 2022-

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

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

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

Name	Unit	Years Svc.	Title
Burgess, Susan	College of Arts and Sciences	22	Distinguished Professor Emerita of Political Science
Colvin, Robert A.	College of Arts and Sciences	32	Professor Emeritus of Physiology
Grant, Judith	College of Arts and Sciences	19	Professor Emerita of Political Science
Hicks, Kenneth	College of Arts and Sciences	34	Professor Emeritus of Physics & Astronomy
Hughes, Arthur J.	College of Arts and Sciences	21	Professor Emeritus of Spanish
Owens, William Martin	College of Arts and Sciences	33	Professor Emeritus of Classics
Ruggieri, Colleen	College of Arts and Sciences	11	Assistant Professor of Instruction Emerita
Shambora, William E.	College of Arts and Sciences	22	Associate Professor Emeritus of Economics
Shields, Joseph Charles	College of Arts and Sciences	26	Vice President Emeritus for Research, Graduate Dean Emeritus, and Professor Emeritus of Physics and Astronomy
Luce, Tom	College of Business	35	Professor Emeritus of Analytics and Information Systems
St. Lawrence, Robert	College of Fine Arts	40	Associate Professor Emeritus of Theater
Tiberio, Claire	College of Health Sciences and Professions	17	Professor of Instruction Emerita of Nursing

Middleton, Renee	Gladys W. & David. H. Patton College of Education	15	Dean Emerita of The Gladys W. & David H. Patton College of Education
Code, Rebecca Anne	Heritage College of Osteopathic Medicine	21	Professor Emerita of Instruction of Anatomical Sciences
Presutti, Lenard G.	Heritage College of Osteopathic Medicine	43	Associate Professor Emeritus of Osteopathic Manipulative Medicine
Ramey, Jack Michael	Heritage College of Osteopathic Medicine	27	Associate Professor Emeritus of Obstetrics and Gynecology
Wolf, Jacqueline H.	Heritage College of Osteopathic Medicine	24	Professor Emeritus of Social Medicine
Walkowski, Stevan A.	Heritage College of Osteopathic Medicine	14	Associate Professor Emeritus of Osteopathic Medical Manipulation
Elman, Julie M.	Scripps College of Communication	17	Professor Emerita of Visual Communication



Interoffice Communication

Date: May 26, 2022

To: The President and Board of Trustees

From: Elizabeth Sayrs, Executive Vice President and Provost

Re: **Emeriti Nominations**

The individuals named have rendered dedicated service to Ohio University and have been recommended by their colleagues, deans, and/or supervisors for emeriti status upon their retirement.

**COLLEGE OF FINE ARTS
SCHOOL OF INTERDISCIPLINARY ARTS
NEW DEGREE
MASTER OF ARTS IN APPLIED HEALTH**

RESOLUTION 2022 –

WHEREAS, the School of Interdisciplinary Arts in the College of Fine Arts proposes to establish a master's degree in Applied Arts in Health, and

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

WHEREAS, the Master of Arts in Applied Arts in Health is appropriate for any student with an undergraduate degree in any fine arts discipline, and

WHEREAS, the graduate program requires 30 credit hours of courses that will prepare students to expand their practice in order to safely and effectively engage within the arts in healthcare and community environments, and

WHEREAS, existing resources are sufficient to establish the program.

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees of Ohio University hereby approves establishing a graduate program in Applied Arts in Health in the School of Interdisciplinary Arts in the College of Fine Arts.



OHIO
UNIVERSITY

Interoffice Communication

Date: May 26, 2022

To: The President and Board of Trustees

From: Elizabeth Sayrs, Executive Vice President and Provost

Re: College of Fine Arts – School of Interdisciplinary Arts – Master of Arts in Applied Arts Health

A resolution is included seeking board approval to establish a Master of Arts in Applied Arts in Health in the School of Interdisciplinary Arts in the College of Fine Arts.

The program development proposal materials are presented. University Curriculum Council approved the program on April 19, 2022.

The Master of Applied Arts in Health is a 30-credit hour, hybrid, 1-year program (Fall, Spring, Summer) designed for students with an undergraduate degree in fine arts who want to expand their practice to safely and effectively engage within the arts in healthcare and community environments post-graduation. The graduate degree is appropriate for any student with an undergraduate degree in any fine arts discipline.

Master of Applied Arts in Health Degree Program Proposal

A. Summary Statement

1. Date of submission: February 21, 2022 (resubmission with revisions April 4, 2022)
2. Program code: MAXX03
3. Name of program: Master of Applied Arts in Health
4. Degree to be conferred: Master of Applied Arts in Health (MAAH)
5. Administrative units: College of Fine Arts; School of Interdisciplinary Arts
6. Name of individual proposing the program: Kamile Geist geistk@ohio.edu
7. Program summary statement:

The Master of Applied Arts in Health (MAAH) will be a 30-credit hour, hybrid, 1 year program (Fall, Spring, Summer) designed for students with an undergraduate degree in fine arts who want to expand their practice to safely and effectively engage within the arts in healthcare and community environments post graduation.

One of two universities in the country to offer this type of degree, OU's MAAH would be distinguished in three ways: 1) the only program in the country whose core curriculum is designed and taught by fine arts clinicians and scholars who have knowledge and extensive expertise in arts in health disciplines; 2) the only program in the country designed exclusively for fine arts students; and 3) a unique interdisciplinary degree that incorporates pre-approved electives outside of fine arts, taught by experts from across disciplines where the arts in health intersect.

The MAAH foundational curriculum core includes 3 Arts in Health courses, 1 elective in Fine Arts, and 2 electives in a health sciences related discipline. Synthesis courses include an end-of-program Arts in Health graduate topics course and an immersive supervised internship at a pre-approved site where Arts in Health programming is established and on site supervisors are available.

Start up resource needs include marketing for the new program, purchasing library resources, and providing compensation for online course development. On going needs includes program administration, teachers for the 5 new Arts in Health courses, and compensating professional on-site internship supervision.

8. Program overview and anticipated opportunities for students upon graduation.

The Master of Applied Arts in Health provides opportunities for fine artists to expand their practice by learning advanced knowledge and practical skills necessary to safely and effectively engage and work within the arts in healthcare and social and public health community environments. In order to prepare for this work, students will learn a breadth of foundational concepts related to Arts in Health theory, practice, and research and depth from electives chosen from across disciplines where the arts in health intersect. Program synthesis experiences include facilitating arts-based practices during a supervised community volunteer experience, an end of program Arts in Health seminar, and an immersive summer internship at a pre-approved site where arts in health programming is well established.

9. Anticipated semester and year of initial student cohort: Fall 2022

B. Need for Program

1. What is the student demand for the program and how was that determined?

Rationale for Education in Arts in Health: Arts in Health is a fast-growing new discipline in the United States and the need for artists to provide meaningful experiences for patrons who receive health related services is growing. According to the [2017 National Organization for Arts in Health White Paper](#), (NOAH), over half of medical facilities in the United States employ expressive art therapists and artists in residence as part of their programming. This number has likely grown as the [2019 World Health Organization's Health Evidence Synthesis Report](#) further supported the use of the arts, "Results from over 3000 studies identified a major role for the prevention of ill health, promotion of health, and management and treatment of illness across the lifespan" (retrieved from <https://www.euro.who.int/en/publications/abstracts/what-is-the-evidence-on-the-role-of-the-arts-in-improving-health-and-well-being-a-scoping-review-2019> on February 20, 2022).

Student Demand for Program: While the market for trained artists in healthcare and social and public health community settings is growing, student demand for the MAAH is difficult to determine on a national scale because the programs similar to what we are proposing are few in number but emerging. Ohio University is currently collecting data from students who are enrolled in the first offered Introduction to Arts in Health course to gather information about how the course was meaningful for them. We also are actively collecting student interest data from undergraduates in the OU College of Fine Arts.

2. What other schools within Ohio offer the same or a similar program and how is this program differentiated? How does the proposed curriculum compare with similar programs offered at other institutions?

There are no other schools in Ohio that offer a Master's in Applied Arts in Health.

According to NOAH's newly published book [The Core Curriculum for Artists in Health Professionals \(2021\)](#) there are currently the following types of arts in health programs offered across the United States, 3 UG certificates, 2 UG minors, 4 GRAD certificates (does not include the current OU Arts in Health certificate), and 1 Master's degree. Ohio University's MAAH proposed program is similar to University of Florida's Arts in Medicine online master's degree. [Master of Arts in Medicine at University of Florida](#)

The OU MAAH is distinguished from the UF program in three ways: 1) the OHIO MAAH curriculum and course delivery are designed specifically for fine artists only, 2) the OHIO MAAH degree allows for students to learn from experts beyond within the fine arts and from across different units at the university in pre-approved accessible electives in areas of study where the arts in health intersect, and 3) the OHIO MAAH program provides a broad curricular framework including preparation beyond arts in medicine but to include other community venues where arts in health programs exist.

3. How does the proposed program align with the current vision for the university and your college?

In line with the [Mission of Ohio University](#), the Master of Applied Arts in Health (MAAH) program will hold true to its dedication to provide intellectual and personal development of all students. The [College of Fine Arts](#) is committed to supporting its students by providing a hub for creative practice and scholarship as students will leave Ohio University with the knowledge and skills to be prepared for the innovative and emerging practices of our world.

In line with the missions of the university and the college, grounded in Fine Arts creativity and scholarship, the Master of Applied Arts in Health (MAAH) will allow fine arts students to build upon their undergraduate arts-based practices while gaining valuable knowledge and experience to ultimately share their art in a safe and impactful way for health communities in need.

4. What overlap or duplication exists between the proposed program and other OHIO programs?

There are no other programs such as this at OHIO. There is overlap, 4 courses, with the newly approved Arts in Health graduate certificate. These courses include IART 5801 An Introduction to Arts in Health (3 crs.), IART 5802 Community Project in Arts in Health (3 crs.), and 2 pre-approved graduate electives (6 credits) These 4 courses are also required for the MAAH.

5. Does OHIO currently offer a program with the same 4-digit CIP code (XX.XX) as the proposed program? To look up CIP codes, click [Here](#)

To my knowledge there is not a program offered with the same 4 digit CIP code at OHIO.

The CIP code I found on the NCES website for Arts in Health is 51.3206.

Title: Arts in Medicine/Health.

Definition: A program that focuses on the design, implementation, and management of programs that use the visual and performing arts in support of health and wellness among diverse individuals and communities. Includes instruction in dance, literary arts, music, theatre, healthcare systems, program administration, and public health.

6. Does OHIO currently offer a program with the same 2-digit CIP code (XX.) as the proposed program?

Yes, 51 is the code for Health Professions and Related Programs and there are many programs at OHIO that begin with with the 2-digit 51 CIP code.

7. Will the proposed program replace a program currently offered with the same CIP code (e.g., an update of an existing program)? No

8. Was the proposed program developed in collaboration with another institution in Ohio?

The Master of Applied Arts in Health has not been developed in collaboration with another institution in Ohio.

9. To what extent will students in the program come from students who would enroll at OHIO in a different program?

The Master's of Arts Administration and the Master of Integrated Health Studies are proposing (pending college and university approvals) to allow the Arts in Health Graduate Certificate requirements to count towards a specialization in each of those degree programs. Therefore, potentially, students in the MAA or MIHS could also be enrolled in the MAAH. Because the graduate certificate in Arts in Health is new, the data to know how many students may be enrolled in the MAA or MIHS classes as well as in Arts in Health is not known.

As per university policy, students will not be able to use any course in the MAAH curriculum for more than 2 program credentials.

10. Provide evidence of consultation, cooperation and/or collaboration with other OHIO programs in the development of this proposal. Documented approval is required from departments whose courses your program will require. Evidence of consultation should be included in all cases where your program impacts other academic departments or schools.

See appendices at the end of this proposal with supportive email communication regarding Arts in Health programming at Ohio University from professors and administrators in COFA, OU-HCOM and CHSP.

C. Curriculum

1. Describe the curriculum in a format that includes all of the following:

a. Course prefixes, numbers, names, and credit hours for each of the required courses, and specify what courses are existing and what course are new. If new courses are proposed, indicate the status of their approval through ICC/UCC.

ICC/UCC Approved Spring 2021

EXISTING: IART 5801, Introduction to Arts in Health (3crs.)
(currently being offered Spr. 2022; will be offered again Fall 2022)

NEW: IART 5802, Arts in Health Community Project (3crs.)
(will be offered Summer 2022; will be offered again Spring 2023)

ICC/UCC Approved Spring 2022

NEW FAR 5403 The Artist in Healthcare (3crs.) (expected 1st offering Fall 2022)

NEW FAR 5901 Special Topics of Arts in Health (3crs.) (expected 1st offering Summer 2023)

NEW FAR 5911 The Arts in Health Professional Internship (9crs.)
(expected 1st offering Summer 2023)

b. All permitted electives, and any "field" or other requirements.

Health Sciences and Social and Public Health pre-approved electives and/or other Non-Fine Arts Graduate Electives: 2 elective courses required (6crs.)

While not a comprehensive list of potential elective courses that the MAAH student could take, the list of courses below have been pre-approved, in consultation with the program directors and the associate dean of the College of Health Sciences and Professions, in order to be available for MAAH students. These courses do not require any pre-requisites and are offered regularly (see list).

Course Prefix	Course #	Credit Hours	Course Title	Semester and Delivery Mode	Pre Reqs.
HLTH	6710	3	Public Health Concepts	Fall and Spring online	no prereq.
HLTH	6720	3	Social & Behavioral Sciences in Public Health	Fall and Spring online	no prereq.
IHS	5300	3	Fundamental Health Policy: Concepts, Components, and Systems	Fall and Spring online	no prereq.
IHS	5514	3	Professional and Clinical Ethics for the Health Professions	Fall and Spring online	no prereq.

There are many potential non-fine arts electives from across the the university that could support the program of study of an MAAH student and the advisor will work with the student to help identify any courses that are not on the pre-approved list to help fit the student's interests related to their program of study and that are available for them to take without pre-requisite.

Fine Arts: 1 elective required (3crs.)

Beyond the pre-approved list below, the Fine Arts graduate elective may be approved in consultation with the professor and the advisor. This course may be from any of the schools: art + design, dance, film, interdisciplinary arts, music, or theater. The following Fine Arts elective courses have been pre-approved for the MAAH students.

Course Prefix	Course #	Credit Hours	Course Title	Semester and Delivery Mode	Pre Reqs.
THAR	5900	3	Special Topics in Theatre Arts: Mindfulness and Creativity	Spring Online	no prereq.
FAR	5100	3	Introduction to Arts Management	Fall F2F	no prereq.
FAR`	5200	3	Concepts, Communications, and Considerations in Arts Management	Spring F2F	FAR 5100 pre requ or instructor permission

- c. The total number of credit hours required for completion of the major: 30
- d. The total number of credit hours required for completion of the degree: 30
- e. The breakdown of OHIO coursework that is existing, revised, or new (using this chart).

Category	Credit Hours	Percent
Existing or repackaged curricula: <i>Courses from existing inventory of courses at OHIO</i>	12	40%
Revised or redesigned curricula: <i>Courses for which content has been revised for the new program</i>	0	0
Approved new curricula: <i>Courses developed for the new program that haven't been offered at OHIO</i>	18	60%
Total: <i>Must match the total number of credit hours required for the program</i>	30	100%

2. The sequencing of courses over the typical student's career

Category	Fall	Spring	Summer
Foundations (Breadth)	IART 5801 (3) Introduction to Arts in Health	IART 5802 (3) Arts in Health Community Project	
Foundations (Breadth)	Health Sciences or Related Topic Elective (3)	Fine Arts Elective (3)	
Foundations (Depth)	FAR 5403 (3) The Artist in Healthcare	Health Sciences or Related Topic Elective (3)	
Synthesis			FAR 5901 Special Topics in Arts in Health (3)
Synthesis			FAR 5911 Arts in Health Professional Internship(9)

3. A description of the culminating experience of the program (required of all graduate degree programs).

The culminating experience in the MAAH happens during the summer semester when students take FAR 5911 The Arts in Health Professional Internship.

The purpose of the Arts in Health Professional Internship course is to provide students in the Applied Arts in Health Master's Degree an in depth immersive culminating experience where they can synthesize knowledge and skill learned from their program coursework. Students will be given many opportunities to observe, participate, and lead Arts in Health practices on site at an approved Arts in Health facility or program. Students will gain depth of experience as they plan, facilitate, and document health and wellness outcomes during art experiences. Students will also learn ethical considerations related to Arts in Health practices. Provided with Arts in Health professional on-site supervision, students will also be required to complete a culminating final project approved by the site supervisor and class professor related to Arts in Health practices at the internship.

Students will be given many opportunities to explore the breadth and depth of Arts in Health practices during a minimum of 10 weeks (180 minimum contact hours) on site at an approved

Arts in Health facility or program. Provided with Arts in Health professional on-site supervision, students will also be required to complete a culminating final project approved by the site supervisor and class professor related to Arts in Health practices at that site.

Internship sites will be determined by the director of the arts in health program and in consultation with the collaborating site. The university will work with the student to identify a site near where they live and to establish an internship agreement. The university and the site will agree to terms of the internship which will include responsibilities of the student, the site supervisor, and the university professor. The internship site must have an established program in arts in health. One example would be a community fine art program which serves stakeholders who may be identified as being at risk or from a marginalized community. Another example may be a hospital where there is established programming in arts in health or arts in medicine.

Once the site has been identified and has agreed to host a student, the university will request a resume' of any supervisors who will work directly with the student and meet with the supervisors prior to establishing an internship agreement. The supervisor at the site must be an artist in healthcare at the facility, be able to provide direct supervision and support for the student as per the internship agreement, and have at least 1 year experience as an artist in healthcare.

4. Graduation Requirements (in addition to University requirements)

- (1) Are there minimum grade requirements for individual courses? Yes, C or better
- (2) Is there a minimum GPA for courses in the major? 3.0

5. If MA or MS, describe significant research component (non-research graduate degrees such as Master of Arts Administration or Master of Athletic Training are professional degrees and while do require a culminating experience, it need not be research-based).

This program is not an MA or MS, therefore research synthesis will not be required.

6. Include all course descriptions in the appendix. (See appendix.)

7. Define the proposed policy on accepting transfer of credit from other institutions or other programs at OHIO.

The MAAH program will adhere to the current Ohio University Graduate College policies regarding transfer credit for graduate courses from other institutions or from other programs at OHIO. Also, as per university policy, students will not be able to use any course in the MAAH curriculum for more than 2 program credentials.

D. Modality & Location

1. Is this program intended to be delivered completely online? No
 - If yes, is there a mandatory or an optional in-person component (e.g., residency or clinical)?
 - If not, what modality will the instruction be delivered? In-person or blended?

The program will be delivered in a hybrid modality.

All MAAH courses, except for IART 5802 and FAR 5910 will be available through Athens Online. IART 5802 Arts in Health Community Project is a hybrid course because students are required to complete a field experience component in addition to participating in weekly synchronous online instruction. Students in FAR 5911 Arts in Health Professional Internship will meet weekly with the professor on line, however will complete most of their requirements on site at an approved internship site (see information on the culminating experience in item 3.).

Students who attend one of the OHIO campuses who wish to attend a F2F elective courses when available, with advisor approval, may do so. For students who wish to have elective classes online, there are pre-approved elective classes available and may choose from other classes online that support their interests and program of study, if the student meets the pre-requisite or approval of the professor. For online classes that are not on the pre-approved list, the student should consult with their program advisor for applicability to their program of study.

2. Students in this program will be affiliated with which campus location(s)?

Students may be at any OHIO campus.

E. Accreditation & Licensure/Certification

1. Does the program intend to seek accreditation?

No. At this time, there are no accrediting bodies for Applied Arts in Health programs in the United States.

2. If so, what is the name of the agency that would accredit the program? NA

3. Has it been contacted and what is the plan and timeline for accreditation? NA

4. Is the curriculum in accord with its standards? NA

5. Is this program designed to meet educational requirements for a specific professional licensure or certification? No

F. Faculty and Instruction

1. Who will be teaching, what is their faculty rank and their terminal degree?

To date, the College of Fine Arts has approved 2 professors to teach 2 courses in the MAAH. Lisa Gallagher, Ph.D., Adjunct Instructor (Cleveland Clinic Arts and Medicine Institute)

IART 5801 Introduction to Arts in Health (spring 2022 and fall 2022)

The professor has graduate status.

Angela Sprunger, MA, Assistant Professor of Instruction (Arts + Design)

IART 5802 Arts in Health Community Project (summer 2022 and spring 2023)
The MA is the terminal degree and the professor has graduate status.

2. Will new faculty expertise or new faculty members be needed to operate this program? Yes

- If yes, is there approval to hire new appropriately credentialed faculty members?

The college sees this program as a priority and is committed to financially supporting any faculty hires and resources needed to develop and run the program. (See Appendix of projected expenses and revenues.)

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

A committee of fine arts faculty will follow the university procedures for requesting a search for faculty and selecting candidates for interviews. All university policies for hiring will be followed for approved searches for faculty.

3. What are the minimal qualifications expected of instructors in the program?

Faculty teaching in the MAAH should hold a master's degree or terminal degree determined by the discipline and have a record of research, scholarship or achievement appropriate to teach graduate courses in the Master of Applied Arts in Health program. Faculty who are teaching required arts in health courses in the College of Fine Arts *also* must have a degree (either undergraduate or graduate) in a fine arts discipline.

4. What body will oversee the curriculum?

The Arts in Health program staffing and curriculum delivery will be overseen by the Ohio University College of Fine Arts with administrative oversight falling to the School of Interdisciplinary Arts within the College of Fine Arts.

G. Admission Requirements

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

Each student must have an undergraduate degree in a fine arts discipline (e.g. Bachelor of Music, Bachelor of Fine Art, Bachelor of Dance, etc.) in the United States or its equivalent from a university outside of the United States. There is no GRE requirement.

2. Are there any limits on the number of enrollments? If yes, what criteria will be used to make selections?

At this time, we do not have any limits on the number of enrollments.

H. Administration

1. What academic unit will be home to the program?

College of Fine Arts

2. How will administrative support be provided?

Through current administrative staff in the School of Interdisciplinary Arts

I. Timing

1. When do you want the program to start? Please be aware of the levels of approval and timelines required for internal and external approvals as outlined in the manual (new programs must be approved by ODHE and HLC before being advertised).

Fall 2022

2. If the program will be “phased-in,” describe the process.

NA

J. Budget and Financial Implications

1. What is the financial impact of the program (projected income and expenses), including resource needs such as personnel, space renovations, equipment and technology, library resources, waivers, etc. immediately, and into the next five years?

Start up resource needs include marketing for the new program, purchasing library resources, and providing compensation for online course development. On going needs includes program administration, teachers for the 5 new Arts in Health courses, and compesating professional on-site internship supervision.

See appendix with start up and projected program expenses and revenue.

K. Assessment and Program Review

1. What are the program’s instructional learning outcomes?
 - a. Students will be able to articulate various ways that the fine arts can impact the health and wellness of communities.
 - b. Students will be able to demonstrate arts-based experiences with communities served where arts in health practices exist.
 - c. Students will be able to advocate for arts in health experiences when speaking to health practitioners, families served, and other arts in health stakeholders.
2. How will these outcomes and program quality be assessed?
 - a. Program assessment data will reflect how many students completed the MAAH courses with a C or better.
 - b. Program assessment data will reflect the number and different types of community arts programs who hosted student volunteers during the Arts in Health Community Project course.
 - c. Program assessment data will be collected through survey of Community Arts in Health site coordinators. Site-coordinators will be asked to reflect on how well the student

volunteer experiences or internship experiences impacted the work they do at their community Arts in Health site and other feedback pertaining to the collaboration between Ohio University MAAH and their site.

- d. Program assessment data will be collected through survey of current students prior to the summer internship experience gathering feedback on their experiences in the MAAH program.
 - e. Student outcome and program assessment data will be collected through survey of students who completed the MAAH related to their arts in health advocacy and work experiences.
3. How will the program prepare for future program reviews (see [Program Review Committee documentation](#))?

A database will be created and organized based on the topics needed in the self-study and for ongoing activities, activities of program assessment, and the program's instructional learning outcomes.

4. How will individual student success in the program be measured?

Each student's success will be first measured by the grade they receive for each class in the program and their overall degree grade point. Drawing from emerging arts in health core curriculum competency skills assessment, in addition to the grade for internship, success for each student will be measured through a skills evaluation tool created by the program director of the MAAH in consultation with the internship supervisor. The student will be provided a baseline assessment at the beginning of the internship, then a mid internship review and final review of skills demonstrated near the end of the internship. The tool will be connected learning objectives from the core arts in health classes to skill application in the internship. The internship syllabus will clearly indicate how this skills assessment will be incorporated in the overall grade for the course.

**COLLEGE OF HEALTH SCIENCES AND PROFESSIONS
SCHOOL OF APPLIED HEALTH SCIENCES AND WELLNESS
NEW DEGREE
BACHELOR OF SCIENCE IN NUTRITION AND FOOD STUDIES**

RESOLUTION 2022 –

WHEREAS, the School of Applied Health Sciences and Wellness in the College of Health Sciences and Professions proposes to establish a bachelor of science degree in Nutrition and Food Studies, and

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

WHEREAS, the Bachelor of Science in Nutrition and Food Studies program requires 120 credit hours of courses that connects what we eat to how we live through thematic themes, and

WHEREAS, existing resources are sufficient to establish the program.

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees of Ohio University hereby approves establishing a bachelor of science degree in Nutrition and Food Studies in the School of Applied Health Sciences and Wellness in the College of Health Sciences and Professions.



OHIO
UNIVERSITY

Interoffice Communication

Date: May 26, 2022

To: The President and Board of Trustees

From: Elizabeth Sayrs, Executive Vice President and Provost

Re: College of Health Sciences and Professions – School of Applied Health Sciences and Wellness – Bachelor of Science in Nutrition and Food Studies

A resolution is included seeking board approval to establish a bachelor of science in Nutrition and Food Studies in the School of Applied Health Sciences and Wellness in the College of Health Sciences and Professions.

The program development proposal materials are presented. University Curriculum Council approved the program on April 19, 2022.

The Bachelor of Science in Nutrition and Food Studies is a 120-credit hour undergraduate program that connects what we eat to how we live through the following thematic elements: nutrition foundations, contemporary food awareness, cultural, social and political aspects of food systems, and environment and sustainability.

New Undergraduate Major or Graduate Degree Program Template

Academic Year 2021-2022

A. Summary Statement

1. Date of submission: September 2021
2. Program code (assigned by Registrar's office): BSXX31
3. Name of program: Nutrition and Food Studies
4. Degree to be conferred: Bachelor of Science in Nutrition and Food Studies
5. Administrative unit(s) proposing program: School of Applied Health Sciences and Wellness
6. Name(s) of individual(s) proposing the program and email address(es):
Robert G. Brannan, Ph.D. (brannan@ohio.edu)
Jana Hovland, Ph.D. (hovland@ohio.edu)
7. A brief (< 250 word) statement summarizing the program (including the distinguishing features of the curriculum, the total credit hours, and the intended audience of students) and a summary of resource needs.

The Bachelor of Science in Nutrition and Food Studies *connects what we eat to how we live*. The 120-credit hour program features the following thematic elements:

-Nutrition Foundations (13%, 15 cr):

Solid nutrition foundations are established in nutrition across the lifespan, in the community, and for active individuals, and is capped with a course that connects whole and fresh foods to general health and well-being.

-Contemporary Food Awareness (13%, 15 cr):

A unique pathway from the student farm to the McCracken Hall kitchen to Culinary Services informs and transforms the student perspective of our food system into real world terms.

-Cultural, Social, and Political Aspects of Food Systems (20%, 24 cr total):

Students weave a path through the American food system using the lens of Politics and Policy (5%, 6 cr), Social Sciences and Humanities (10%, 12 cr), and Food in Culture or the Arts (5%, 6 cr)

-Environment and Sustainability (8%, 9 cr)

Allows the student to complete the Environmental Studies, Resiliency, and Sustainability certificate.

-Remaining Gen Ed, CHSP Requirement, and Capstone (28%, 33 cr)

-Electives: 20% (24 cr)

The degree will be a hands-on, transformative educational experience and highly sought-after that takes advantage of our thriving regional food system and organizations focused on increasing access to healthy, local food.

The Division of Food and Nutrition Sciences has the expertise, coursework, staff, administrative support, and financial resources to deliver this program. Only a field experience course needs to be developed. In 2021, we hired an instructional faculty (Registered Dietitian, permaculture farmer) tasked with championing new educational initiatives in this area.

8. Provide a program overview and anticipated opportunities for students upon graduation.

Nutrition and Food Studies is a multi-disciplinary program that connects what we eat to how we live. Students learn foundational knowledge in nutrition, gain hands-on experience within the contemporary food system, and explore the cultural, social, and political aspects of food and food systems. Students also earn the Environmental Studies, Resiliency, and Sustainability certificate credential.

Students will interact with faculty in as many as five colleges and a dozen or more departments in this multi-disciplinary program. More than two thirds of coursework is chosen by the student because the program is structured with flexibility within thematic elements in nutrition foundations, contemporary food awareness, cultural, social, and political aspects of food and food systems, environment and sustainability, and a capstone experience. The program also leaves room for a robust set of elective coursework that the student can use to add a minor, certificate, or tailor to their interests.

The study of Nutrition and Food Studies provides the academic foundation and hands-on experiences that qualify a student for a variety of career opportunities. Many of these career fields are critically important and the major prepares students for the robust debate about controversial issues affecting the modern food system, such as world hunger, food safety, the role of bioengineering, and the globalization of food.

Students whose interest leans towards the cultural, social, and political aspects of food and food systems would find a wide array of employment opportunities in local and national government, non-governmental organizations, health care advocacy and policy, development organizations, publishing, public relations, and other fields. The multibillion-dollar food industry is expanding rapidly and opportunities abound in the food industry and food distribution industry. Students also are prepared for graduate studies in the area of food studies and related fields.

9. Anticipated semester and year of initial student cohort
Fall 2022

B. Need for Program

1. What is the student demand for the program and how was that determined?

The interest in contemporary food awareness, the cultural/social/political aspects of food systems, and topics related to environmental aspects/sustainability has increased, as demonstrated by the rise in food studies programming. Currently, there are food studies courses and programs at Syracuse University, Boston University, Brown University, and New York University—to name a few. The current proposal is modeled after the NYU program, which is considered the gold standard.

The intentional breadth of the Nutrition and Food Studies degree makes it suitable for graduates to enter careers in many professions. Five out of the 20 fastest-growing industries from 2019 to 2029 are in healthcare and social assistance. The Department of Labor projects that the 10 years from 2019 to 2029 will see significant increases against a baseline 3.7% increase in all occupations:

- 22.6% employment increase in healthcare support occupations, which are distinct from “healthcare practitioners and technical occupations.”
- 12.5% employment increase in community and social services occupations
- 7.3% increase in food occupations

2. What other schools within Ohio offer the same or a similar program and how is this program differentiated? How does the proposed curriculum compare with similar programs offered at other institutions?

There are no programs in Ohio similar to the proposed Nutrition and Food Studies major at OHIO.

- Miami University offers a “Food Systems & Food Studies Co-major” in the Institute for the Environment and Sustainability a 34-credit hour program designed to “complement the primary major” with a focus on food systems.
- Ohio Wesleyan University offers a “mentored minor” in food studies, a 5.5-unit collaboration with a faculty mentor.

3. How does the proposed program align with the current vision for the university and your college?

The CHSP vision is “to be a college of distinction in preparing health professionals whose work reflects the highest standards of collaboration, ethics, innovation, and commitment to all, especially underserved populations, communities, and individuals.”

This program adds to the university and CHSP’s broad vision by complementing (not duplicating) the existing suite of health-focused programs. Graduates of the Nutrition and Food Studies major will be responsive to needs of our community, state, and world in a way that builds interdisciplinary bridges. This program will be a valuable addition to our existing food and nutrition programs because it broadens our focus away from specific programs (dietetics, pre-professional, etc.). The value proposition for this major, simply stated, is that graduates will be able to identify the defining features of conventional and alternative food systems, critically connect these features to potential solutions of inequalities related to food and inform domestic and global agri-food governance and policies.

4. What overlap or duplication exists between the proposed program and other OHIO programs?

Nutrition and Food Studies does not duplicate or overlap with our majors in Applied Nutrition, Nutrition Science, or our Accelerated Graduate Pathway in Environmental Nutrition:

- The Applied Nutrition major is a professions-based major that prepares students for dietetics or culinary nutrition careers.
- Nutrition Science is a pre-professional degree. Students in this major typically seek further training in medical school, physician’s assistant school, or other professional or graduate programs.
- Environmental Nutrition is a science-heavy program that prepares students for graduate school. A similarity between this program and the proposed major is that both incorporate the requirements for the Environmental Studies, Resiliency, and Sustainability certificate.

5. Does OHIO currently offer a program with the same 4-digit CIP code (19.0599) as the proposed program? To look up CIP codes, click [Here](#)

No

6. Does OHIO currently offer a program with the same 2-digit CIP code as the proposed program?

Yes. 19. Human Nutrition

7. Will the proposed program replace a program currently offered with the same CIP code (e.g., an update of an existing program)?

No

8. Was the proposed program developed in collaboration with another institution in Ohio? If so, briefly describe the involvement of each institution.

No

9. To what extent will students in the program come from students who would enroll at OHIO in a different program?

The program will be unique in Ohio and can be marketed as such, potentially providing incremental student enrollment. The program is very different than the traditional “professions-based” programming in Food and Nutrition Science. Students likely will come from the pool of students interested in food, nutrition, wellness, or sustainability, without the interest or aptitude to succeed in our existing rigorous science-based programs.

10. Provide evidence of consultation, cooperation and/or collaboration with other OHIO programs in the development of this proposal. Documented approval is required from departments whose courses your program will require. Evidence of consultation should be included in all cases where your program impacts other academic departments or schools.

All consultations have been completed. Please see Appendix A.

C. Curriculum

1. Describe the curriculum in a format that includes all of the following:
 - a. Course prefixes, numbers, names, and credit hours for each of the required courses, and specify what courses are existing and what course are new. If new courses are proposed, indicate the status of their approval through ICC/UCC.

See Appendix B.

- b. All permitted electives, and any required field/clinical requirements.

There are no restrictions on electives. Students must complete a sophomore field experience (NUTR 2920) and may choose a field experience for their capstone requirement.

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

See Appendix B.

(69 program hours, BRICKS and electives variable depending on whether BRICKS are taken as part of program choices, 120 credit hours total)

- d. The total number of credit hours required for completion of the degree (not to exceed 126 semester hours for undergraduate programs). This includes all additional college and university requirements not already met by the curriculum as previously outlined, including General Education and requisites.

120 credit hours. See Appendices A for details.

- e. The breakdown of OHIO coursework that is existing, revised, or new (using this chart).

Category	Number of Credit Hours	Percent of Total
Existing or repackaged curricula: <i>Courses from existing inventory of courses at OHIO</i>	64	93%
Revised or redesigned curricula: <i>Courses for which content has been revised for the new program</i>	3	4%
New curricula: <i>Courses developed for the new program that haven't been offered at OHIO</i>	2	3%
Total: <i>Must match the total number of credit hours required for the program</i>	69	100%

- f. The sequencing of courses over the typical student's career.

Please see Appendix C.

- g. A description of the culminating experience of the program (required of all graduate degree programs).

The student has a choice of capstone experiences.

- h. Graduation Requirements (in addition to University requirements)
 - (1) Are there minimum grade requirements for individual courses?

No

- (2) Is there a minimum GPA for courses in the major?

No

- i. If MA or MS, describe significant research component (non-research graduate degrees such as Master of Arts Administration or Master of Athletic Training are professional degrees and while do require a culminating experience, it need not be research-based).

N/A

- j. Include all course descriptions in the appendix.

Please see Appendix D.

- 2. Define the proposed policy on accepting transfer of credit from other institutions or other programs at OHIO.

OHIO and CHSP current transfer policy will be enforced.

D. Modality & Location

- 1. Is this program intended to be delivered completely online?
 - o If yes, is there a mandatory or an optional in-person component (e.g., residency or clinical)?
 - o If not, what modality will the instruction be delivered? In-person or blended?

This is not an online program. Due to the multi-disciplinary nature of the program, the mode of instruction will be course-dependent. The majority of NUTR courses are in-person.

- 2. Students in this program will be affiliated with which campus location(s)?

Athens

E. Accreditation & Licensure/Certification

1. Does the program intend to seek accreditation?

No

2. If so, what is the name of the agency that would accredit the program?
3. Has it been contacted and what is the plan and timeline for accreditation?
4. Is the curriculum in accord with its standards?
5. Is this program designed to meet educational requirements for a specific professional licensure or certification? If yes, please respond to the following questions.
 - o Is the license/certification required for employment in this occupation?
 - o Is completion of the program sufficient to meet state licensing requirements?

F. Faculty and Instruction

1. Who will be teaching, what is their faculty rank and their terminal degree?

Due to the multi-disciplinary nature of the program, the choice of instructor will be determined by the home unit. The Food and Nutrition Sciences courses will be taught by faculty from all three categories (research, instructional, clinical).

2. Will new faculty expertise or new faculty members be needed to operate this program?
 - o If yes, is there approval to hire new appropriately credentialed faculty members?
 - o If no, provide an explanation of existing faculty capacity?
 - o How will new faculty for the program be selected? By whom?

The university approved the hiring of a new faculty member in May 2021 with qualifications and charge to develop and expand new and current programming in the environmental/sustainable nutrition area. The new Assistant Professor of Instruction is a Registered Dietitian, an experienced teacher, a homesteader, owns and operates a permaculture farm in Perry County, Ohio, and is a lactation consultant. Existing faculty in the division have broad expertise in food and nutrition topics. Due to the multi-disciplinary nature of the program, the program will rely on the expertise of instructors from across the university.

3. What are the minimal qualifications expected of instructors in the program? HLC has guidelines on [faculty qualifications](#).

Due to the multi-disciplinary nature of the program, the qualifications of the instructors will be assessed by the home department.

4. What body will oversee the curriculum?

The School of Applied Health Sciences and Wellness

G. Admission Requirements

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

Admission to OHIO is sufficient for admission to the program.

2. Are there any limits on the number of enrollments? If yes, what criteria will be used to make selections?

No

H. Administration

1. What academic unit will be home to the program?

The School of Applied Health Sciences and Wellness

2. How will administrative support be provided?

The School of Applied Health Sciences and Wellness and the College of Health Sciences and Professions has an adequate administrative student and faculty support structure. The CHSP student services office is fully-staffed including full-time, professional advisors.

I. Timing

1. When do you want the program to start? Please be aware of the levels of approval and timelines required for internal and external approvals as outlined in the manual (new programs must be approved by ODHE and HLC before being advertised).

Fall 2022. The program is based on existing courses, so student enrollment in individual courses will be incremental.

2. If the program will be “phased-in,” describe the process.

N/A

I. Budget and Financial Implications

1. What is the financial impact of the program (projected income and expenses), including resource needs such as personnel, space renovations, equipment and technology, library resources, waivers, etc. immediately, and into the next five years?

The program will be cost neutral. It does not require additional personnel, space or space renovations, equipment or technology, library resources.

Enrollment likely is to be incremental to the university.

J. Assessment and Program Review

1. What are the program’s instructional learning outcomes?

- Students will be able to demonstrate the basic relationship between food, nutrition, and wellness.

- Students will be able to interpret nutrition concepts to understand the nutritional health of individuals and communities.
- Students will be able to describe conditions, programs and policies related to food systems.
- Students will be able to identify current environmental regulatory frameworks that are relevant to food and food systems
- Students will be able to demonstrate a variety of communication strategies including the use of information technology.

2. How will these outcomes and program quality be assessed?

CHSP has a robust outcomes assessment program led by the Assistant Dean for Academic Assessment, Kathy Spicer. Outcomes will be monitored yearly for program enhancement and for preparation of reporting to the Higher Learning Commission.

The assessment plan is found in Appendix E.

3. How will the program prepare for future program reviews (see [Program Review Committee documentation](#))?

The Division of Food and Nutrition Sciences will prepare the materials for Program Review, as it does currently for its existing graduate, undergraduate, minor, and certificate programs.

4. How will individual student success in the program be measured?

Individual student success will be measured by the following:

- Assessment of program learning outcomes
- Degree completion metrics
- Alumni surveys modeled after our success monitoring for our current programs

**COLLEGE OF HEALTH SCIENCES AND PROFESSIONS
SCHOOL OF REHABILITATION AND COMMUNICATION SCIENCES
NAME CHANGE FOR
DIVISION OF COMMUNICATION SCIENCES AND DISORDERS**

RESOLUTION 2022 –

WHEREAS, the Division of Communication Sciences and Disorders (CSD) in the School of Rehabilitation and Communication Sciences (RCS) is requesting to change its name to Hearing, Speech and Language Sciences (HSL), and

WHEREAS, the proposed name change received University Curriculum Council approval on March 15, 2022, and

WHEREAS, Hearing, Speech and Language Sciences more fully captures the breadth of research conducted within the unit and properly conceptually integrates the American Sign Language (ASL) program into the unit, as ASL falls squarely within discipline of language science, and

WHEREAS, the vast majority of Top 50 U.S. programs have some variant of “Hearing, Speech and Language Sciences” in their name.

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees of Ohio University hereby approves changing the name of the Division of Communication Sciences and Disorders in the School of Rehabilitation and Communication Sciences to Hearing, Speech and Language Sciences.



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Interoffice Communication

Date: May 26, 2022

To: The President and Board of Trustees

From: Elizabeth Sayrs, Executive Vice President and Provost

Re: Program Name Change - College of Health Sciences and Professions – School of Rehabilitation and Communication Sciences – Division of Communication Sciences and Disorders

A resoultuon is included seeking board approval for the Division of Communication Sciences and Disorders in the School of Rehabilitation and Communication Sciences to change its name back to Hearing, Speech and Language Sciences.

University Curriculum Council approved the proposal on March 15, 2022.

Hearing, Speech and Language Sciences more fully captures the breadth of research conducted within the unit and properly conceptually integrates the American Sign Language (ASL) program into the unit. Further, the vast majority of Top 50 U.S. programs have some variant of “Hearing, Speech and Language Sciences” in their name.

PROPOSAL FOR CHANGES IN PROGRAM

Undergraduate Masters Doctorate Certificate

Document Date: December 3, 2021

Desired Effective Semester: Fall 2022-2023

Program Code: BS5327 (major)

Program Name: Communication Sciences and Disorders

Contact name and email for this proposal: Joann Benigno, benigno@ohio.edu

Brief (< 250 word) Summary of Proposed Changes and Rationale:

Faculty within the Division of Communication Sciences and Disorders (CSD) in the School of Rehabilitation and Communication Sciences (RCS) are requesting to change its name from CSD back to *Hearing, Speech and Language Sciences* (HSLs).

The name change is motivated on three grounds:

- 1) Hearing, Speech and Language Sciences more fully captures the breadth of research conducted within the unit, i.e., research examining normal and disordered hearing-speech-language mechanisms.
- 2) Properly conceptually integrates our American Sign Language (ASL) program into the unit, as ASL falls squarely within discipline of language science, i.e., manual form of language subject to same cognitive-linguistic constraints as spoken language regarding (a) acquisition and (b) breakdown.
- 3) Vast majority of Top 50 U.S. programs have some variant of “Hearing, Speech and Language Sciences” in their name (e.g., Big 10 programs, UNC-CH, University of Kansas, Boston University, Syracuse University, University of Arizona, University of Washington, and Gallaudet University).

All our programs were housed in the *School of Hearing, Speech and Language Sciences* until 2010 when CHSP underwent restructuring. HSLs then became part of the larger School of Rehabilitation and Communication Sciences, and our unit was renamed to CSD.

We request our undergraduate major be renamed back to *Hearing, Speech and Language Sciences* major, and the degree be renamed back to *Bachelor of Science in Hearing, Speech and Language Sciences*. We are not requesting any additional curriculum changes here.

This change will also require our course prefix to change from CSD to HSLs for all of the courses in all of our degree programs. This will be submitted separately to the Individual Course Committee.

MAJOR, DEGREE, AND COLLEGE PROGRAM REVIEWS

RESOLUTION 2022 –

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

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

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

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

College of Health Sciences and Professions

- Interdisciplinary Health Studies

Graduate College

- Individual Interdisciplinary Programs

Scripps College of Communication

- Journalism and Mass Communication

Honors Tutorial College

- Honors Tutorial College



OHIO
UNIVERSITY

Interoffice Communication

Date: May 26, 2022

To: The President and Board of Trustees

From: Elizabeth Sayrs, Executive Vice President and Provost

Re: **Academic Program Reviews**

The University has a process of internal review for academic programs which strives to ensure programs are continuously adapting and improving. Programs are reviewed by the Academic Program Review Committee of the University Curriculum Council on a regular cycle, typically seven years. A review will occur over an academic year and culminate in a comprehensive report on the viability of the program. Executive summaries of the reviews are submitted to the Academics Committee of the Board of Trustees.

The table below lists the program reviewed and includes whether the program is recommended as viable. A resolution for board acceptance of the review is provided.

College	Program	Pages	Viable
HSP	Interdisciplinary Health Studies	3-11	Yes
GRAD	Individual Interdisciplinary Programs	12-17	Yes
COM	Journalism and Mass Communication	18-27	Yes
HTC	Honors Tutorial College	28-29	Yes

Interdisciplinary Health Studies
Program-Review Executive Summary

Reviewed: AY 2021-2022

Previous Review: N/A

Finding and Overall Assessment: *Viable.*

Degrees: Master of Global Health, Master of Integrated Health Studies, B.S. in Integrated Health Studies, Associate of Applied Science in Medical Assisting Technology; **Graduate Certificates:** Clinical Informatics, Global Health, Health Policy, Healthcare and Leadership, Veterans Health; **Undergraduate Certificate:** Global Health.

Program Overview: The department of Interdisciplinary Health Studies offers a variety of degrees including an associate degree in Medical Assisting Technology, Bachelor's degree in Integrated Healthcare Studies, Master's degree in Integrated Healthcare Studies, and Master's degree in Global Health. They also offer a number of certificates and general education courses. The department offers both online and in-person modalities, depending on the degree and courses.

Site-Visit Overview: The internal reviewers were Hee-Jong Seo, associate professor of Physics and Astronomy, and John Cottton associate professor of Mechanical Engineering. The external reviewer was Jacqueline Rogers, dean (retired) of Health Sciences and Public Safety at the Palm Beach State College. The review team met with faculty, student, and staff from the department of Interdisciplinary Health Studies November 10, 2021. The reviewers found the program viable.

They commended the program for its dedication to students, department leadership as evidenced by the quality of adjunct faculty who felt valued by the department, the innovative internal recruitment and retention strategies, meeting the educational needs of working professional students, the creation of a career pathway from associate to master's level education, and the strategic development of health care related general education courses that are accessible to all students.

They raised concerns about the number of full-time faculty who are few and stretched thin, and the over reliance on adjunct faculty, the lack of promotion and tenure guidelines for the department, the gap in the marketing to recruit new students, and also identified a barrier to admission due to the length of time it takes to move from application to enrollment for the BSIHS program.

Site-Visit Recommendations: The review committee recommended a dedicated advisor trained in health sciences and in dealing with non-traditional students, university marketing resources be provided to the department to help with recruiting and the department should review before publishing, and better tracking students in the BSIHS to help with recruitment and retention.

Response from Department Chair Tobe Gillogly: Overall, the IHS department concurs with the review and addressed areas of concern as well as clarified a few issues while offering an action plan. The chair clarified that IHS does have tenure guidelines and that the department manual states that faculty have to follow the CHSP tenure guidelines but will keep working on the development and implementation of IHS specific guidelines. Conversations are ongoing with CHSP leadership regarding strategic full time and adjunct faculty hires to assist with keeping up with undergraduate programming capacity. The chair also advocated for a dedicated advisor for the department and has initiated conversations with Admissions to have additional admissions dates for BSIHS transfer students, and with marketing to reach nontraditional students.

Response from Dean John McCarthy: The deans response centered on concerns and recommendations raised in light of the unique position of the unit. IHS is not a “traditional” department and while it has been innovative in programming and taking advantage of presented opportunities, it can be hard to fit into a traditional university structure. In regards to advising and marketing, using central resources such as the dean’s office and UCM should be an option.



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December 6, 2021

To: Dr. Barbel Such, Chair, Programs Review Chair

From: Tobe Gillogly, Chair, Department of Interdisciplinary Health Studies

Date: December 6, 2021

The Department of Interdisciplinary Health Studies (IHS) would like to thank the program review committee for their commitment to the IHS seven-year program review on November 10, 2021. The review committee included Dr. Jacqueline Rogers (external reviewer), Dr. Hee-Jong Seo (Physics and Astronomy OHIO), and Dr. John Cotton (Mechanical Engineering OHIO).

Overall, the department of IHS concurs with the program review committee's report. There are aspects we would like to further clarify as well as discuss how we will address the committee's areas of concern.

IHS has experienced tremendous growth in the past four years in both student enrollment in all programs and the creation and addition of multiple certificates and programs. As chair I share the committee's concerns regarding the following and would like to address each concern and offer a plan of action.

- The committee expressed concerns regarding the growth in undergraduate programming outpacing the availability of qualified instructors and the negative impact this could have on student success. We have been in conversation with College of Health Sciences (CHSP) leadership regarding the consistent expectation of growth in programming and the need for strategic hires that would best serve all programs within the department. We are currently identifying content areas where adjunct and fulltime faculty are needed, then we will require the support and resources from CHSP to hire faculty to best ensure student success in the areas of advising, instruction, and research.
- The committee recommended a dedicated advisor for the department. IHS would like to advocate for an on-campus advisor who understands the nuances of health-related disciplines and retention strategies for CHSP students who are currently struggling and would benefit by switching to the Bachelor of Science in Integrated Healthcare Studies (BSIHS) completion degree. Enrolling in the BSIHS degree program enables CHSP students to remain in a healthcare related discipline and better understand opportunities this degree provides for them in terms of a timely graduation and future employment opportunities. This individual would also assist in the advising of undergraduate and graduate certificate students. Due to the growth of the BSIHS online it was also recognized by the committee that more eCampus advisors should be hired to facilitate the expected growth of the BSIHS degree as well as our masters' programs and



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- certificates. Non-traditional students require strategic advising that meets their needs and working lifestyles and the eCampus advisors are experts in meeting the needs of non-traditional online students.
- The committee expressed their concern that IHS does not have promotion and tenure guidelines making it out of compliance with the faculty handbook. To clarify this comment IHS states in the department operation manual that faculty will follow the CHSP guidelines thus there are guidelines in place however those guidelines are not optimal. As mentioned in the report by the review committee, as chair of IHS and a clinical faculty, I have attempted to design promotion and tenure guidelines but due to the need to prioritize elsewhere the timeline to get these guidelines in place has continued to be negatively impacted. As the committee stated I am the only individual currently impacted because the other two fulltime faculty follow HCOM and the RHE promotion process. The other consideration for IHS is the fact that faculty in this department must have hands-on real-life work experience and they will continue to be expected to work in an interdisciplinary manner sometimes working across multiple departments thus making the development of guidelines challenging. While CHSP and the university encourage interdisciplinary work there are not necessarily guidelines in place to foster and support interdisciplinary faculty in seeking promotion. IHS will continue to work toward development and implementation of promotion and tenure guidelines specific to IHS before or in conjunction with hiring any fulltime faculty.
- The committee addressed the need for effective marketing for IHS programming. Accessibility and accuracy of marketing resources along with the unique understanding of marketing strategies must be executed through the collaboration and communication between marketing and the IHS department chair. IHS will continue to communicate with marketing while emphasizing the importance of marketing that addresses the non-traditional online student already entrenched in healthcare who requires a different marketing strategy than the traditional student. Marketing must be aware that unique approaches need to be utilized to best reach this group of students. In the past four years IHS leadership has continued to offer suggestions and will continue to require consult before any marketing is launched to ensure accuracy of the information being disseminated.
- The committee expressed concern regarding the barriers that impact the length of time between when a transfer student is admitted for the BSIHS completion degree to when they may actively enroll in courses. This process is lengthy, and we risk losing students to other online programs because of not having admissions open throughout the year. As chair of IHS I have initiated multiple discussions with admissions and look forward to having more than one admission date per semester so that there is a continual flow of BSIHS students who have access to efficient transcript review and timely enrollment in courses.



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In conclusion IHS appreciates the recognition of the commitment of the IHS to the university as a whole. IHS employees highly qualified faculty that are committed to student success. IHS was commended for retention efforts, meeting the educational needs of working professional students, the creation of a career pathway from associate to master's level education, and the strategic development of health-related general education courses that are accessible for all OHIO students. It is a true privilege to work on a devoted and student-centered team, and I appreciate the committee's acknowledgments and feedback.

Respectfully,

A handwritten signature in black ink that reads 'Tobe Gillogly'.

Department of Interdisciplinary Health Studies

Tobe Gillogly MS, PTA

Chair, Department of Interdisciplinary Health Studies

Assistant Clinical Professor

Physical Therapist Assistant specializing in pediatrics/Adjunct in PT

Certified Community Health Worker (CHW)



January 19, 2022

Dr. Barbel Such
such@ohio.edu

Dear Dr. Such,

I wanted to thank the reviewers for their time and to acknowledge the intense efforts of Tobe Gillogly and IHS in assembling this self-study. IHS is not a “traditional” department. This is an incredible source of strength for the unit in terms of its ability to provide innovative programming, however it is also a challenge in having the unit fit into traditional university structures without affecting that unique status. Historically, this is a unit that has arisen out of and that continually responds to opportunities. These opportunities may have been through a budget model, international collaborations, or other innovative partnerships. Ms. Gillogly has responded admirably and tirelessly in response to opportunities. I wanted to respond to the areas of concerns and recommendations raised in light of the unique position of this unit.

1. Areas of concern.

The existing full-time faculty are few and stretched thin, not only in their course loads, but also in having to advise students, perform administrative duties, and market their programs. We are quite concerned the current number and distribution of full-time faculty relies on extraordinary efforts of one or two people and is not sufficient to sustainably carry out the broad overall mission of the department and its programs.

RESPONSE: The university has created a hub and spoke model of advising with professional advising as the standard at a 300:1 ratio and a faculty mentor role at the unit level. Implementation of this model to include IHS in loads should address capacity. Also, I would encourage IHS to maximize their use of student services in the dean’s office. We do have capacity to assist in undergraduate and graduate programs. In terms of marketing, the university likewise has centralized marketing efforts and is moving to a more comprehensive OHIO online strategy. There should not be a continued need for IHS faculty to be engaged in marketing efforts.

It is the opinion of the external reviewer, as well as the review team, that the growth in the undergraduate programs may outpace the availability of qualified adjunct professors needed to deliver the curriculum, thus increasing the risk of course cancellations, frustrating students, and delaying their time to degree.

RESPONSE: Over-reliance on adjunct faculty is a concern not only in delivery of content but within the concept of shared governance. This is again a challenge related to IHS in terms of how the unit was originally constituted vs. all that it has grown to become. Delay of time to degree is a concern that I would want more information on and it should definitely be raised in our college wide Guarantee Plus rollout. It is critical we have effective plans for IHS on campus and when the time comes, online, students.

Absent from the discussion was the dual role IHS has taken on in staffing a university level, undergraduate IPE requirement and a significant number of BRICKS requirements. Again, this was in response to opportunities but the strategies can differ for taking care of majors in a program versus taking care of courses for the college and university as a whole. The responsibility to majors in a program is paramount for IHS and I believe there are other creative solutions to meet IPE requirements and BRICKS that unfortunately the rest of the college has not taken enough ownership of. This could even be an unfortunate product of IHS's success in doing the jobs so well.

The department does not have promotion and tenure guidelines, making it non-compliant with the faculty handbook. The impact, ironically for now, is only on the department chair. The review team heard this deficiency is due to the need for department leadership to prioritize workload elsewhere, as well lack of clarity on how to create guidelines for such a department. This concern likely needs more guidance from the college or university leadership.

RESPONSE: This is an area that requires support. Due to the recent centralization of the marketing department, there appears to be a gap in available marketing resources to recruit new students. Faculty have addressed closing this gap by creating marketing materials within their department and distributing the materials to employers.

RESPONSE: The more faculty respond to these gaps, the less likely there will be changes centrally. I recommend further engagement with marketing to solve these issues. I share concerns related to burnout of faculty and in particular of Ms. Gillogly. A barrier to admission is identified due to the length of time it takes to move from application to enrollment. For BSIHS students there is a delay in the review of transcripts and notification of program acceptance, admission, and enrollment (Self-study, p. 23). The backlog of transcript evaluations was confirmed as an area for improvement by the Director of eLearning Student and Academic Services, OII.

RESPONSE: This is definitely an area for OII to address and with changes in staffing and strategy in OHIO online, I do anticipate changes.

Recommendations.

It would greatly benefit the department to have a dedicated advisor who is specially trained in the nuances of the health sciences programs and the non-traditional students who apply and enroll. The dedicated advisor would also be available to advise students who wish to change their major and enter the BSIHS degree-completion program.

January 19, 2022
Interdisciplinary Health Studies

RESPONSE: Please see the above note related to the university's hub and spoke model of advising.

It is recommended that University marketing resources are provided to the Department of Interdisciplinary Health Studies to create recruitment materials especially for the Department programs. These materials must be reviewed with the IHS department chair before distribution or publishing.

RESPONSE: This is certainly something to bring to UCM for discussion. The Bachelor of Science in Integrated Healthcare Studies is a degree completion program, essentially a 2+2 degree that was created to serve working professionals as its primary mission. A secondary opportunity was recognized for the degree to serve students in other undergraduate degrees at the University who are at risk of not being successful. This internal recruitment strategy is both innovative and provides a retention mechanism that benefits University revenue stream. The number of students who change their program and major code is not collected.

RESPONSE: The on-campus degree is again an example of something that arose out of opportunity. I would like to see a university wide discussion of how strategically the program fits in with BSS and other options so that under a centralized advising system, students will be properly directed. I also think the GPA requirement for the on-campus degree needs to be clarified centrally if it is to fit within the broad university strategy.

Sincerely,



John McCarthy, Interim Dean

From: [Charlotte Elster](#)
To: [Such, Barbel](#)
Cc: [Elster, Charlotte](#)
Subject: Comments from the Grad Council
Date: Sunday, March 13, 2022 2:29:58 PM

NOTICE: This message was sent from outside Ohio University. Please use caution when clicking links or opening attachments in this message.

Hi Baerbel,

on March 4, the graduate council met and commented on the review for the following programs:

IHS: Graduate council concurs with the findings that the program is viable. We also concur with the concerns and recommendations, and suggest that they deal with issues that do not involve monetary actions quickly.

At the moment it looks as if graduate council may cancel its April 1 meeting, so everything you send to me will be considered at the April 29 meeting.

viele Gruesse, Charlotte

--
Charlotte Elster elster@ohio.edu
Professor of Physics
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Individual Interdisciplinary Program
Program-Review Executive Summary

Reviewed: AY 2021-2022

Previous Review: N/A

Finding and Overall Assessment: *Viable.*

Degrees: Ph.D. in Individual Interdisciplinary Program (IIP) and M.S. in Individual Interdisciplinary Program.

Site-Visit Overview: The internal reviewers were Glenn Dutcher, associate professor in Economics, College of Arts and Sciences, and Lijing Yang, associate professor in Higher Education and Student Affairs in the Patton College of Education. The IIP does not have an external reviewer because it is not an independent department/program. The review team had a virtual site visit January 28, 2022. The reviewers found the program viable.

The review committee identified areas of merits including that faculty view the program as bringing previously siloed departments together and bringing prestige to the University, providing an avenue for faculty who do not have Ph.D. programs in their home department an opportunity to advise Ph.D. students through IIP, as well providing a better fit for students whose interest do not align with traditional single-discipline programs. The program attracts students from diverse backgrounds, particularly international students and faculty perceived that the IIP program aligns with their view of the “future” of education where diversity of thought is valued. The program has also been successful in helping students land desirable jobs both within and outside of academia.

Some areas of concern raised included lack of funding for students which limits the program’s growth and recruitment efforts, programs’ small size, navigating the program across disciplines themselves can be challenging for some students who also often feel isolated due to lack of professional development opportunities and peer interactions. Faculty advising is often counted toward service, but the program faculty seldom get recognized or rewarded at their own department level due to a lack of guidelines at local departments regarding how faculty may get recognition. Lastly, the IIP program-level learning outcomes are not clearly defined.

Site-Visit Recommendations: The reviewers made ten recommendations: (1) Seek more diversified funding to recruit students and support current IIP students’ tuition waiver and scholarship; (2) Adopt more proactive strategies such as greater publicity and visibility on the Graduate College’s website to recruit students and faculty; (3) Articulate its mission to the faculty and students ; (4) Localized policy and decision-making for academic departments across campus to enroll IIP students in departmental professional development seminars and accepting IIP students in their TA opportunities.; (5) Request the University to promote interdisciplinary research projects among faculty to better engage IIP students in a more organic way to nurture student interest and professional development; (6) Assist students to identify advisors who will consistently work with them; (7) The new director could foster stronger connection between the program and students and use the program handbook to maintain program consistency; (8) Devise a best practices document outlining how other departments or colleges recognize and reward faculty who spend time advising IIP students to can faculty in educating others in their departments about the time

commitment involved in mentoring students; (9) Set up a recurring seminar series that allows faculty working on interdisciplinary research to highlight their research and connect with the students and assist in guiding them; and (10) To help the students feel less isolated, regular get-togethers, which may occur at the beginning of each semester, should be organized by the director

Response from Graduate Directors Beth Quitslund (through December 2021) **and Krisanna Machtmes** (as of January 2022): Both directors appreciated the review committee for their evaluation and for noting a strength that the IIP allows students to design a flexible and innovative program of study while also encouraging collaboration between Ohio University departments and colleges. They addressed areas of concern and reported current steps being taken such as the stability of program direction will be achieved as Dr. Machtmes has agreed to a 3½ year term as Graduate Director, an update and republish of the Handbook and updated of the webpage for the program are on track. The Graduate College is setting aside a small amount of money for a program get-together each semester. Finally, Dr. Machtmes is planning more frequent check-ins with each guidance committee to track progress and answer questions. The Handbook, seminars, and check-ins will make it clear that the Graduate Director is the program advisor for anything that is not in the domain of the Guidance Committee. They noted that program learning outcomes are intentionally vague because the need to account for literally any combination of university disciplines, but they should be adding assessment measures related to students meeting appropriate milestones with a clear sense of direction. Low program numbers are not a concern as unlike most graduate programs, the program does not have to worry about justifying staffing the graduate-level curriculum.

Response from Dean Joseph Shields: The Dean noted that IIP enables students to pursue rigorous study and research that transcends the bounds of traditional disciplinary graduate programs. Unusual in its flexibility, interdisciplinary character, and reliance on contributions by faculty across the university, these attributes give rise to distinctive opportunities and challenges, many of which are highlighted in the review report. He concurred with the reviewers' assessment that the program is viable and agreed with Drs. Quitslund and Machtmes response and analysis and supported the measures they described to address the report's recommendations. He addressed college level matters, financial support for students and reward system for faculty. He noted that as graduate assistantships funded by the university are tied to delivery of specific disciplinary curricula, there is no evident path to a sustainable model with expanded financial aid at the current time and as Dean he is interested in private philanthropy but there are similarly no clear donor prospects at present for the IIP. The university Academic Planning and Strategy workgroups have produced recommendations for creating support systems for academic programs like the IIP that transcend traditional department and college boundaries and follow-up steps to reduce obstacles for "horizontal" programs and collaborations are now in development, and these measures will help address the related issues identified in the IIP review.



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February 15, 2022

To the UCC Program Review Committee:

In accordance with University Curriculum Council policy, we are offering this response to the Program Review Report on the Individual Interdisciplinary Program (IIP). We also thank the reviewers, Drs Dutcher and Yang, for their time and their care in learning about and evaluating the program's viability.

First, we are pleased that the reviewers agree that this program is viable and that both students and faculty in the program agree on its value. As the reviewers note, the IIP allows students to design a flexible and innovative program of study while also encouraging collaboration between Ohio University departments and colleges. This flexibility allows tailoring for specific job markets and increases diversity in both research and in the kind of students attracted by the program.

The Program Review does surface some areas of concern and some suggestions for addressing these. We thank the reviewers for these ideas and many of them are already part of our planning or can be easily adopted. Dr. Machtmes has agreed to a 3½ year term as Graduate Director, which is renewable for an additional 3 years if both she and the Graduate College wish. On the list of tasks for her prior to fall semester 2022 are to update and republish the Handbook and to create of a more visible and attractive webpage for the program. The Graduate College is setting aside a small amount of money for a program get-together each semester. Finally, Dr. Machtmes is planning more frequent check-ins with each guidance committee to track progress and answer questions.

We also agree that a formal program mission statement would be helpful to clarify the role and scope of the IIP. The program learning outcomes, however, are intentionally vague because they need to account for literally any combination of university disciplines. That said, our program assessment should probably not be restricted to evaluation of those final learning outcomes. We should be adding assessment measures related to students meeting appropriate milestones with a clear sense of direction, as well as whether the research that students are able to conduct meets their own expectations for what they need to gain from the degree.

We are less concerned with the size of the program or the availability of advising. The master's degree options are underused currently, which suggests that there is not enough awareness of the program. Dr. Machtmes is planning to do outreach within the university to help raise awareness of the IIP option. It is less clear that we should try to bring in more than five or six

Ph.D. students a year. Unlike most graduate programs, we do not have to worry about whether we have enough students to justify staffing the graduate-level curriculum. Beyond maintaining a sense of cohort to prevent isolation, aggressively increasing the size of the program would

need to be motivated by clear institutional goals. In terms of advising, it is our hope that the Handbook, seminars, and check-ins will make it clear that the Graduate Director is the program advisor for anything that is not in the domain of the Guidance Committee.

The question of funding for students or for faculty involved is one that we will leave for Dean Shields. Please let us know if additional information would be helpful.

Your truly,

A handwritten signature in blue ink, appearing to read "Beth Quitslund".

Beth Quitslund
IIP Graduate Director (through Dec. 2021)

A handwritten signature in black ink, appearing to read "K. Machtmes".

Krisanna Machtmes
IIP Graduate Director (as of Jan. 2022)



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Research Division and Graduate College

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January 15, 2022

Re: Individual Interdisciplinary Program Review – Dean’s Response

I appreciate the thorough review and constructive feedback provided by Professors Dutcher and Yang for the Individual Interdisciplinary Program (IIP). The IIP enables students to pursue rigorous study and research that transcends the bounds of traditional disciplinary graduate programs. The IIP is unusual in its flexibility, interdisciplinary character, and reliance on contributions by faculty across the university. These attributes give rise to distinctive opportunities and challenges, many of which are highlighted in the review report. I concur with the reviewers’ assessment that the program is viable.

Drs. Quitslund and Machtmes have provided a response on behalf of the program, and I agree with their analysis and support the measures that they describe to address the report’s recommendations. There are several matters raised in the report that are more appropriately addressed at the college level.

A specific area of concern is the lack of financial support for stipends and tuition scholarships for students in the IIP. This situation is inherent for an interdisciplinary program given that most graduate assistantships funded by the university are tied to delivery of specific disciplinary curricula. There is no evident path to a sustainable model with expanded financial aid at the current time. As Dean I am interested in private philanthropy that can support the Graduate College’s programs, but there are similarly no clear donor prospects at present for the IIP. The program is able to function at the existing level through the investment of personal resources by participating students, and in a majority of cases, support available through educational benefits to OHIO employees. It appears likely that these elements will remain the basis for the IIP business model for the foreseeable future.

The report provides additional recommendations that speak to some of the challenges associated with a cross-cutting interdisciplinary program. These include the reward system for faculty who advise IIP students, the ability of IIP students to access professional development seminars with limited enrollment, and availability of seminars to showcase interdisciplinary research and scholarship. Similar issues have been surfaced by the Academic Planning and Strategy workgroups over the past year, which have produced recommendations for creating support systems for academic programs like the IIP that transcend traditional department and college boundaries. Follow-up steps to reduce obstacles for “horizontal” programs and collaborations are now in development, and I anticipate that these measures will help address the related issues identified in the IIP review.

Sincerely,

Joseph C. Shields
Vice President for Research & Creative Activity
Dean of the Graduate College

From: [Charlotte Elster](#)
To: [Such, Barbel](#)
Cc: [Elster, Charlotte](#)
Subject: Comments from the Grad Council
Date: Sunday, March 13, 2022 2:29:58 PM

NOTICE: This message was sent from outside Ohio University. Please use caution when clicking links or opening attachments in this message.

Hi Baerbel,

on March 4, the graduate council met and commented on the review for the following programs:

IIP: Graduate council concurs with the findings that the program is viable and that it has received high marks. we concur with the concerns, namely that the program needs some infusion of resources as far as students are concerned rather than staff or faculty. We agreed that the university should decide how to value this program and then follow the recommendations of the review.

At the moment it looks as if graduate council may cancel its April 1 meeting, so everything you send to me will be considered at the April 29 meeting.

viele Gruesse, Charlotte

--
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Athens, OH 45701

Journalism
Program-Review Executive Summary

Reviewed: AY 2021-2022

Previous Review: AY 2015-2016

Finding and Overall Assessment: *Viable.*

Degrees: Ph.D. in Mass Communication, M.Sc. in Journalism, B.S. in Journalism; **Minors:** Advertising and Public Relations, and Journalism.

Program Overview: E. W. Scripps School of Journalism (J-School) has been continuously and fully accredited by the Accrediting Council on Education in Journalism and Mass Communications in Journalism since 1952. It has two tracks: News & Information and Strategic Communication. In addition, it has a graduate program, which includes a Master of Science degree in Journalism and a Ph.D. program with a minor in Journalism, and a minor in Advertising and Public Relations. The J-School report indicates its retention and graduation rates are higher than most other schools in the university. Likewise, most of its majors speak highly of the school.

Site-Visit Overview: The internal reviewers were Brian Hoyt, professor in the College of Business, Lancaster campus, and Anna Brooks, associate professor of instruction in the College of Health Sciences and Professions. The external reviewer was Professor Mia Moody-Ramirez, Director of Graduate Studies, Director of American Studies and a professor of journalism, public relations and new media, Baylor University College of Arts & Sciences. The review team had a virtual site visit to the School of Journalism November 17 and 18, 2021. The reviewers found the program viable.

The committee commended the J-School for its faculty who have professional backgrounds and are passionate about their work, who serve as advisors and have the best interests of their students in mind. The J-School has managed its course load with the dwindling faculty and eliminated staff positions and even manages several unique field trip/immersive experiences for students. They also noted that the school has adequate equipment, a successful podcasting certificate, and an honors tutorial program. Students will soon be able to stay an extra year to get a master's degree as there is a 4+1 in the pipeline. It has also explored options to bring back undergraduate class cluster as part of News@Noon program.

Some areas of concern raised included funding for master's and PhD students, decrease in full-time faculty numbers, faculty lines not being filled after retirement, heavy administrative load on faculty, the lack of diversity in faculty and students, decrease in student enrollment numbers, the elimination of undergraduate practical class cluster and the lack of community for graduate students.

Site-Visit Recommendations: The reviewers made 9 recommendations: (1) Continue to make diversity and recruitment of diverse students and faculty a priority; (2) Make succession planning a priority; (3) Reinstate the newscast cluster; (4) Consider creating a database of internship opportunities to cut down on the number of emails about internship opportunities; (5) Consider offering more diversity internships; (6) Have smaller and more focused involvement fairs to introduce students to different organizations offered in the J-School; (7) Make sure Handshake is relevant to J-School; (8) Continue work on master's 4+1; (9) Continue looking into PhD funding options through other departments/schools/colleges.

Response from Director Eddith A. Dashiell: The director appreciated that the review committee recommendations and noted that it provided additional guidance as the school prepares for the next re-accreditation by the Accrediting Council for Education in Journalism and Mass Communication (ACEJMC) in the 2025-26 academic year. The director thanked the committee for recognizing the student-centered approach of the faculty and their hard work but noted that low faculty numbers are a concern especially for accreditation. The decline in student enrollment has been due to the elimination of undergraduate [TV] newscast cluster [practicum] but also follows the trend experienced by Ohio University as a whole and nationally the low starting salaries, changes in the newspaper industry, and the increased attacks on U.S. journalists, but the faculty are working with College of Communication and Admissions to take advantage of every recruitment opportunity and to explore ways to bring the TV newscast cluster. In terms of diversity, the school has made the diversity course a required core course for all majors, and got approval to make one diversity hire for AY 2021-22. The school will work with the College and the Provost for financial support to hire faculty for succession. In terms of funding for master's and PhD students, doctoral funding has been restored after a one-year hiatus, and the J- School is optimistic that the reconfigured Ph.D. program with sister school MDIA will be stronger than ever.

Response from Dean Scott Titsworth: The Dean agreed with the overall conclusion that E. W. Scripps School of Journalism is an academic unit that has significant strengths and remains a viable program. Though there are obviously areas for growth and revision, the academic programs offered by the school are exceptionally strong. The J-School is dedicated to high-impact learning experiences for students as it has intentionally shaped its curriculum to blend classroom instruction with high-quality application; it has a highly engaged alumni base along with several connections to industry ensures that students are repeatedly exposed to leading industry practitioners. He provided additional information highlighting his perspectives on the school and discussed ways in which the Scripps College Dean's office will work with the school in support of strategic objectives. He will work with Dr. Dashiell to prioritize positions most critical to the school for hires, and believe that maintaining faculty in the area of digital broadcasting and digital journalism is vital for the future of the school. Additionally, opportunities will be available for funding a strategic planning/action initiative that will coincide with the school's 100- year anniversary. The Dean's office has already started working with the school to create a digital streaming lab, which can become the foundation for re-envisioning and reinstating the Newscast Cluster.



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E.W. SCRIPPS SCHOOL OF JOURNALISM

Schoonover Center 200
1 Ohio University
Athens, OH 45701-2979

January 24, 2022

To: Bärbel Such, Chair, UCC Program Review Committee
CC: Scott Titsworth, Dean, Scripps College of Communication

Re: E. W. Scripps School of Journalism Seven Year Review—School Response to Report

The E. W. Scripps School of Journalism would like to formally thank the team for their work conducting the school’s (virtual) seven-year review on Nov. 17 & 18, 2021 and for determining that our journalism program, which is also accredited by the Accrediting Council for Education in Journalism and Mass Communication (ACEJMC), is **viable**.

As required in the program review process, we respond in detail to the review team’s commendations, areas of concern, and recommendations, as outlined below.

Review Comments	School Response
Commendations	
<p>--Professors have the best interest of students in mind. --Professors have professional backgrounds and are passionate about their work.</p>	<p>Thank you for these positive comments. The school has always been student-centered, both at the undergraduate and graduate levels. We use our collective experiences as professional journalists and strategic communication practitioners to make our courses engaging for our students. The E.W. Scripps School of Journalism is committed to providing an education that emphasizes professional excellence, critical thinking, and social responsibility, while being an advocate of the First Amendment rights to speak and to publish as individuals and members of the news media.</p>
<p>Manages course load with dwindling faculty and eliminated staff positions.</p>	<p>Thank you for acknowledging the hard work and extra effort we are putting into meeting the educational needs of our students given the small number of full-time faculty. While the external reviewer commended the school on being able to function with a dwindling faculty, the internal team listed this as an area of concern. We agree. We cannot continue function indefinitely with a continuous dwindling faculty.</p>
<p>In-house advisement by faculty</p>	<p>Faculty advising has been an important recruiting tool for the school. Prospective students and their parents appreciate having advisers who are journalism and strategic communication professionals. Advising students is so important to the school, we have incorporated that responsibility as part of our peer review process.</p>

	We are evaluated on our advising in addition to teaching, research, and service.
Manages several unique field trip/immersive experiences for students.	Experiential learning and community engagement have been standard operating procedures in the J-School for the past 100 years. We have always believed these experiences make our graduates more marketable after they graduate.
The journalism program in the Honors Tutorial College	The HTC/J program is among the largest programs in the Honors Tutorial College. Our HTC/J students are productive in the areas of research and entrepreneurialship.
Students can stay an extra year to get a 4+1 (in the pipeline)	The school is considering the creation of a 4+1 option. All funding for our MSJ program was cut, so this is one way to keep a master's program while we continue to pursue funding avenues. There is a demand for our MSJ among our undergraduates who would like to stay an extra year to take more skills and theoretical classes to get for today's challenging and changing job market in media.
Areas of Concern	
Lowest ever faculty numbers, faculty lines not being filled after retirement [resignations and one termination].	The school cannot continue to function with fewer and fewer faculty. More retirements are expected within the next 1-3 years. The school must be allowed to fill some of the lost positions to maintain the quality of our program, meet the students' educational needs, and meet the accreditation guidelines for the Accrediting Council for Education in Journalism and Mass Communication (ACEJMC).
Decrease in student enrollment numbers	The decline in student enrollment follows the trend experienced by Ohio University as a whole. The official Ohio University enrollment census has shown a broad decline in enrollment across the Athens and regional campuses. Low starting salaries, changes in the newspaper industry, and the increased attacks on U.S. journalists---both literally and figuratively--over the past 5-6 years may also be reasons not as many students are choosing journalism as a major. The pandemic has hampered our recruiting efforts. The faculty is working closely with the College of Communication and Admissions to take advantage of every recruitment opportunity: our weekday prospective student visit, participating Admissions' recruitment programs.
Elimination of undergraduate [TV] newscast cluster [practicum]	News@Noon, a collection of four TV undergraduate journalism courses (12 hrs) in which students produce live newscasts in a classroom environment, has been a major recruiting tool to attract students who are interested in TV news. Employers in the industry also value the skills the students learn as part of this practicum and visit the class to recruit interns and graduating seniors for entry-level positions.

	<p>Currently, the school is not able to offer this TV newscast practicum, and this has severely hampered recruitment efforts and our ability to properly train our students. The temporary unavailability of the TV newscast cluster was the result of multiple factors: the school losing its own broadcast studio when we moved from Scripps Hall to the Schoonover Center, budget cuts, loss of access to the local community access channel, and the inability to get approval to fill a tech position after the staff member in that position retired in December 2019. The external reviewer, however, did commend us for our efforts to explore options to bring back the newscast cluster as soon as possible. There are jobs available in the TV news industry—especially for producers. The school receives requests from news directors across the country for students interested in being a TV news producer. The jobs are there. We need to be able to resume training our students with the skills sets they need to get these jobs.</p>
<p>Diversity in faculty and students</p>	<p>Diversity is one of the standards the J-School must meet under the accreditation guidelines for the Accrediting Council for Education in Journalism and Mass Communication (ACEJMC). Our diversity course is now a required core course for all our majors---not just an elective. We lost a number faculty of color during the period under review, but a university hiring freeze has prevented us from being able to recruit and hire more faculty of color.</p>
<p>Funding for master's and PhD students</p>	<p>Since the period of review, the J-School's graduate program have been cut significantly. We now have zero funding for our MSJ, as previously mentioned. This is highly problematic in that the master's has always been a strong feeder into our doctoral program. Also concerning, our MSJ students have provided significant teaching power for our undergraduate curriculum. Our MSJ graduates have gone on to work at prestigious media companies around the world or moved on to a doctoral program to prepare for a career in academe. The doctoral funding has been restored—after a one-year hiatus. We are optimistic that our reconfigured Ph.D. program with sister school MDIA will be stronger than ever.</p>
<p>Recommendations</p>	
<p>Continue to make diversity and recruitment of diverse students and faculty a priority.</p>	<p>The school did get approval to make one diversity hire for AY 2021-22. Increasing the number of diversity students and faculty has always been a priority for the J-School.</p>
<p>Make succession planning a priority.</p>	<p>As our faculty dwindles, so does our ability to fill administrative roles in the school (e.g., director, graduate director, undergraduate director, director of international programs). With more expected retirements and/or resignations over the next 1-3</p>

	<p>years, the school will need college and provost financial support to hire faculty able to contribute to the school in two or more of the following areas: graduate program; school's national/international reputation for research; undergraduate core courses; technical expertise to help rebuild our TV news practicum; professional expertise to teach in the strategic communication track; an interest in administration.</p>
<p>Reinstate the [TV] newscast cluster.</p>	<p>We are in the process of re-configuring available space to create a livestreaming studio so students can resume producing their own newscasts in a classroom environment—via the internet instead of a broadcast channel. The Scripps College has promised to help the school find the funds to purchase the necessary equipment for a livestreaming lab. The school, however, still needs an instructor with the expertise to teach and maintain the technology needed for this practicum so a second faculty member can focus on teaching the news content (developing story ideas/sources, reporting, writing, and producing). Two faculty members need to be assigned to teach the TV news cluster/practicum for the students to produce and share their work.</p>
<p>Consider creating a database of internship opportunities to cut down on the number of emails about internship opportunities.</p>	<p>Ohio University wants all programs to take advantage of Handshake as the resource for students searching for internship/job opportunities. The Scripps College of Communication produces weekly podcasts to inform our students about internship/job opportunities. With our small faculty, we do not have the resources to create our own database. The school will coordinate more with the Scripps College to cut down on the number of school-level emails. The school will also continue its effort to get more employers in the journalism and strategic communication industries to register for Handshake.</p>
<p>Have smaller and more focused [student] involvement fairs to introduce students to different organizations offered in the J-School.</p>	<p>Our student organizations are very proactive about promoting themselves at every opportunity such as during university and college involvement fairs. Every first-year student in the J-School is required to take a fall introductory course (JOUR 1010 Future of Media). This course includes class visits from representatives from every student organization that focuses on journalism or strategic communication. Before the end of their first semester at OU, many of our freshmen students are already involved with one or more journalism/strat comm-related organizations and student media. By the end of their first semester at Ohio University, every first-year student in the J-School knows about all the journalism and strategic communication co-curricular and experiential learning opportunities.</p>

Continue to work on master's 4+1	The MSJ Graduate Committee plans to bring a new 4+1 proposal to the full faculty before the end of the Spring 2022 semester. We are also working with the Honors Tutorial College to create a pathway for our HTC/Journalism students.
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We appreciate the site team committee's time and effort with our review. The team's recommendations have provided us with additional guidance as we prepare for our next re-accreditation by the Accrediting Council for Education in Journalism and Mass Communication (ACEJMC) in the 2025-26 academic year.

Sincerely,



Eddith A. Dashiell
Director
E. W. Scripps School of Journalism
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dashiell@ohio.edu



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Scripps College of Communication

December 12, 2021

Dean's Office
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T: 740.503.4883
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TO: Bärbel Such, Chair UCC Programs Review Committee
FR: Scott Titsworth, Dean, Scripps College of Communication
RE: E. W. Scripps School of Journalism 7-Year Review

As Dean of the Scripps College I had the opportunity to meet with the review team for the E. W. Scripps School of Journalism (JOUR), review the self-study created by the school, and also to review the response written by the school by Director Eddith Dashiell. I agree with the overall conclusion that JOUR is a **VIABLE** program. In this memo I highlight ways in which the college office will work with COMS on several action items.

During my meeting with the review team, I commented to the reviewers that the School of Journalism is dedicated to high-impact learning experiences for students. With a degree requirement that all students participate in an external internship, coupled with multiple on-campus opportunities to engage in professional work (e.g., WOUB, ESPN3, The Ohio University Post, and many others), the school has intentionally shaped its curriculum to blend classroom instruction with high-quality application. A highly engaged alumni base along with several connections to industry ensures that students are repeatedly exposed to leading industry practitioners. The success of our students is evident in the achievements of our alumni as well as multiple national awards of excellence achieved by students in the program. Indeed, the E. W. Scripps School of Journalism is an exceptional program because of its high quality, collaborative atmosphere, and desire to promote student success throughout the program.

Areas of opportunity and concern raised by the review team meaningfully summarized priorities for the school in the coming years. Moreover, Dr. Dashell's responses to those areas suggest that the school is keenly aware of those needs and taking steps, as possible, to address them. From the perspective of the dean's office, I agree with the concerns. I offer the following comments to elaborate further:

1. The review pointed out the dramatic reduction in faculty over the last several years. Of course, nearly every unit at Ohio University has experienced similar reductions to some degree or another. What will be critical for JOUR moving forward is to prioritize which positions are most critical to the school, as it is unlikely that the university will be in a position for multiple hires in any given year. Moreover, such positions will need to be justified based on student demand, program evolution, and other factors. I certainly believe that maintaining faculty in the area of digital broadcasting and digital journalism is vital for the future of the school. I will work with Dr. Dashiell to ensure that clear priorities are identified. I am pleased that we were able to hire a tenure-track faculty member this year to support multiple objectives for the school.
2. The Dean's office has already started working with the school to create a digital streaming lab, which can become the foundation for re-envisioning and reinstating the Newscast Cluster. We have obtained funding for that studio through university CARES Act resources and have already started ordering equipment; my expectation is that the studio will be operational in Fall semester. Linking this to point #1, using any hire

opportunity to emphasize digital and streaming news and information will be a critical priority to obtain maximum opportunity with this new facility.

3. I have started conversations with Dr. Dashiell, and soon with the faculty, about funding a strategic planning/action initiative that will coincide with the school's 100-year anniversary. Though the exact scale is still being determined, the college has a meaningful amount of "one-time" money that could be devoted to enacting initiatives that will focus and elevate the school. The explicit intention of this initiative will be to refine the value proposition for the school that will be appealing to potential applicants. This planning and action initiative will commence prior to the end of this semester with the objective of having specific action plans ready for implementation starting in the Fall. I believe that this initiative will be significant in addressing nearly all of the points raised during the review process, and there is no question that the review report will be essential in guiding the process.

In closing, I reiterate that the E. W. Scripps School of Journalism is an academic unit that has significant strengths and remains a viable program. Though there are obviously areas for growth and revision, the academic programs offered by the school are exceptionally strong.

Sincerely,

A handwritten signature in cursive script, appearing to read "Scott Titsworth".

Scott Titsworth, Ph.D.
Professor and Dean

From: [Charlotte Elster](#)
To: [Such, Barbel](#)
Cc: [Elster, Charlotte](#)
Subject: Comments from the Grad Council
Date: Sunday, March 13, 2022 2:29:58 PM

NOTICE: This message was sent from outside Ohio University. Please use caution when clicking links or opening attachments in this message.

Hi Baerbel,

on March 4, the graduate council met and commented on the review for the following programs:

School of Journalism: Graduate council concurs with the findings that the program is viable.

We also concur with concerns and recommendations. We also noted that program lot a considerable number of faculty during the review period, and the infusion of 1 or 2 new faculty may be appropriate to maintain the quality of the program.

At the moment it looks as if graduate council may cancel its April 1 meeting, so everything you send to me will be considered at the April 29 meeting.

viele Gruesse, Charlotte

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Charlotte Elster elster@ohio.edu
Professor of Physics
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Ohio University FAX (740) 593-0433
Athens, OH 45701

Honors Tutorial College
Program-Review Executive Summary

Reviewed: AY 2021-2022

Previous Review: N/A

Finding and Overall Assessment: *Viable.*

Degrees: The college offers degrees, minors and certificates in Advanced Computing, Anthropology, Art History, Astrophysics, Business Administration, Chemistry, Classics, Communication Sciences & Disorders, Communication Studies, Dance, Economics, Engineering/Physics, English, Environmental & Plant Biology, Environmental Studies, Film, Geography, Geological Sciences, History, Journalism, Mathematics, Media Arts & Studies, Music, Neuroscience, Philosophy, Physics, Political Science Social Work, Sociology, Studio Art, Theater and Translational Health.

Site-Visit Overview: The internal reviewers were David Brown, associate Professor of Instruction, College of Business, Athens and Hayley Mitchell Haugen, professor of English, Ohio University Southern. There was no external reviewer. The review team had a virtual site visit to the Honors Tutorial College on February 4 and 11, 2022. The reviewers found the program viable.

The committee noted that the HTC represents a unique and valued piece of undergraduate education at Ohio University—one that distinguishes OU from other institutions in the state and region in its efforts to attract and retain high-achieving students. They identified the following strengths; broad consensus that the organizational culture within the College is strong and morale is high, attributed to the leadership of Dean Donal Skinner; HTC's focus on the mental health and emotional wellbeing of its students; involvement in HTC tutorials continues to be a source of pride and passion for faculty members who are invested in and enthusiastic about the initiative, creativity, and determination of the HTC students with whom they have worked. HTC also represents a competitive advantage and is the deciding factor for OU when applicants—many of whom have offers from multiple institutions—are deciding where to matriculate. The students enjoy a high level of success at the university and beyond and data reflect that 88% of HTC students who later apply to medical school are accepted, and students are well-positioned and competitive for prestigious national scholarships such as Fulbright due in part to the efforts of the Office of Nationally Competitive Awards (ONCA). Lastly, graduation rates for first-generation students are high with the rate for first-generation students in the HTC being higher than non-first-generation students.

Some areas of concern raised included the program's ability to attract and retain faculty tutors, especially as HTC continues to grow at a rapid rate. Faculty compensation for tutorials has not increased since the 1980s, and some faculty have reported having trouble accessing their honorariums, making the prospect of tutorials less appealing. The program currently maintains two full-time and two half-time faculty members and additional faculty will be necessary to sustain continued growth. Additionally, HTC students are drawn to the program, in part, by funding that allows them to participate in a wide variety of experiences, but budget cuts have significantly reduced the number of internships on offer raising concerns about HTC's ability to remain competitive with other universities' programming in the future. Lastly, HTC faculty and staff report an uptick in mental health concerns among HTC students and while students have relied on the program's partnership with the Ohio University Psychology and Social Work Clinic to support their

needs as highly achieving students, this partnership has been supported by HTC's Carry Forward funds which will soon be depleted.

Site-Visit Recommendations: The reviewers offered four recommendations to address the areas on concern; (1) Conduct institutional review discuss faculty compensation for tutorials which may include giving faculty the choice between receiving an honorarium for tutorials or running tutorials as part of their teaching load (something that some departments already allow, and also keeping an eye on program growth; (2) Review the process to pay faculty for tutorials and ensure a speedy allocation of funds to faculty; (3) Continue to fund students for internships, travel, and summer research, and for the university continue to support and expand URAP and to grow endowment funds for HTC; (4) Encourage the university to support Dean Skinner's efforts to refund HTC's partnership with the Ohio University Psychology and Social Work Clinic.

Response from Dean Donal Skinner: The Dean responded by correcting a few errors in the report such as first-generation graduation rates and academic programming. He also noted that HTC offers relatively few internal internships and funds only up to a maximum of \$800 in a given year. He also noted that HTC has sought, and the Provost has provided assurances to enable faculty to use funds unencumbered, and that any hold up on use of funds is purely at the department/college level.



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Interoffice Communication

Date: May 26, 2022

To: The President and Board of Trustees

From: Robin Muhammad, Faculty Senate Chair

Re: **Faculty Senate Chair's Report**

- Annual chair's report to the Board of Trustees
- Take-aways:

Faculty Senate leadership in academic policy, shared governance, and best practices
Curriculum and student engagement
Campus and community partnerships with faculty on all campuses



Date: May 26, 2022
To: The Ohio University Board of Trustees
From: Hugh Sherman, President
Re: **President's Report to the Board of Trustees**

In my June 14, 2022, report to the Board of Trustees, I will provide updates related to my presidential priorities. Some topics will include:

- Leadership updates
- Welcome to new Trustee Nancy Drake Hammond
- Focus areas for future investments

Resources, Facilities, and Affordability Committee Meeting



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Interoffice Communication

Date: May 26, 2022

To: The President and Board of Trustees

From: Joseph Trubacz, Interim Vice President Finance & Administration, CFO and Treasurer

Re: **FY22 Financial Forecast; Tuition, Fee, & Rate Resolution; & Tuition Waiver Resolution**

At our June meeting, we will be providing the Board with a FY22 Financial Forecast, including the standard income statement forecasts and variance analyses providing detailed information supporting the projected year-end results. The primary drivers of the forecasted year-end results relative to budget remain consistent with information provided to the Board in April and include the recognition of the HEERF III Institutional Support funds (+\$25.6M) as well as Compensation savings related to structural turnover and unfilled vacancies. The University is realizing \$5.4M of one-time-only expenses in FY22 associated with the Voluntary Separation or Retirement Program (VSRP) 2022 initiative, with compensation savings to be achieved in future years. Additionally, in appreciation for the hard work of OHIO's faculty and staff during the pandemic, University leadership approved a one-time bonus payable in FY22 with a total financial impact of \$7.2M. As we progress throughout the remainder of FY22, we will continue to update the current-year forecast based on comprehensive revenue and expense analyses.

Consistent with the Executive Budget Group's rate recommendations, we are presenting two resolutions for Board action at the June Resources Committee meeting:

- Fee Changes, including undergraduate course fees, off-campus graduate program fees, and broad-based fees; and
- Tuition waivers for undergraduate eCampus programs.

As part of the Resources presentation, Associate Provost John Day will be reviewing the fee changes contained within the aforementioned resolutions. The first resolution's rate recommendations are summarized as follows:

UG Course and Broad-Based fee proposals are requested annually from colleges and departments. The FY23 fee requests were submitted in February 2022 for review and consideration. With the advent of the OHIO UG Tuition Guarantee in the Fall of 2015, most undergraduate course fees have been phased out. The remaining course fees are limited to high-cost undergraduate programs and fees for pass-through

expenses such as external certifications. Broad-based fees are generally charged to fund discrete activities, excluding those activities that are part of students' core instructional program. The Executive Budget Group has reviewed and recommends the following for Board approval:

- Increase to existing course fees on Aviation courses, which have not changed in 10 years, associated with fuel and flight instructor cost;
- New course fees for an expansion of the nursing program on the Lancaster campus associated with certification testing;
- Increase to the elective Bobcat Student Orientation one-day and two-day guest fees; and
- Establishment of a \$5 optional pass-through fee for students that want to take a proctored exam to demonstrate competency to test out of CAS language requirements.

Graduate Program Fees are used to increase the amount of tuition paid to essentially create a premium tuition level above the standard \$505 per credit hour. The amount of this fee is under the control of the program/college and is typically set based on an analysis of the market for the program among potential students and the rates charged by other universities for competitive programs. When a program fee is changed, the new fee will apply to all students already enrolled in or starting the program at that time. The resolution to be presented for Board approval includes one graduate program fee request:

- Russ College of Engineering & Technology – Master of Engineering Management
 - The Master of Engineering Management (MEM) currently has a program fee of \$192/CH, with a request to increase the program fee to \$217/CH. This request reflects the first increase to the MEM program since AY2020. The proposed total cost per credit hour, after the increase, will remain 38% below in-state competition.

The second resolution being brought forward for approval contains an adjustment to the waiver amount for undergraduate eCampus programs. The existing undergraduate eCampus pricing structure has been in place since the quarter-to-semester conversion in 2012-13, and market research suggests its pricing structure is low, driving the recommended increases.

The fee changes for which we are seeking Board approval were included in the planning assumptions used to construct the FY23 Operating Budget that was approved by the Board in April. More information regarding the FY23 budget is available in the annual Budget Book online via the following link: <https://www.ohio.edu/finance/budget/budget-book>.

June 14, 2022

Financial Update

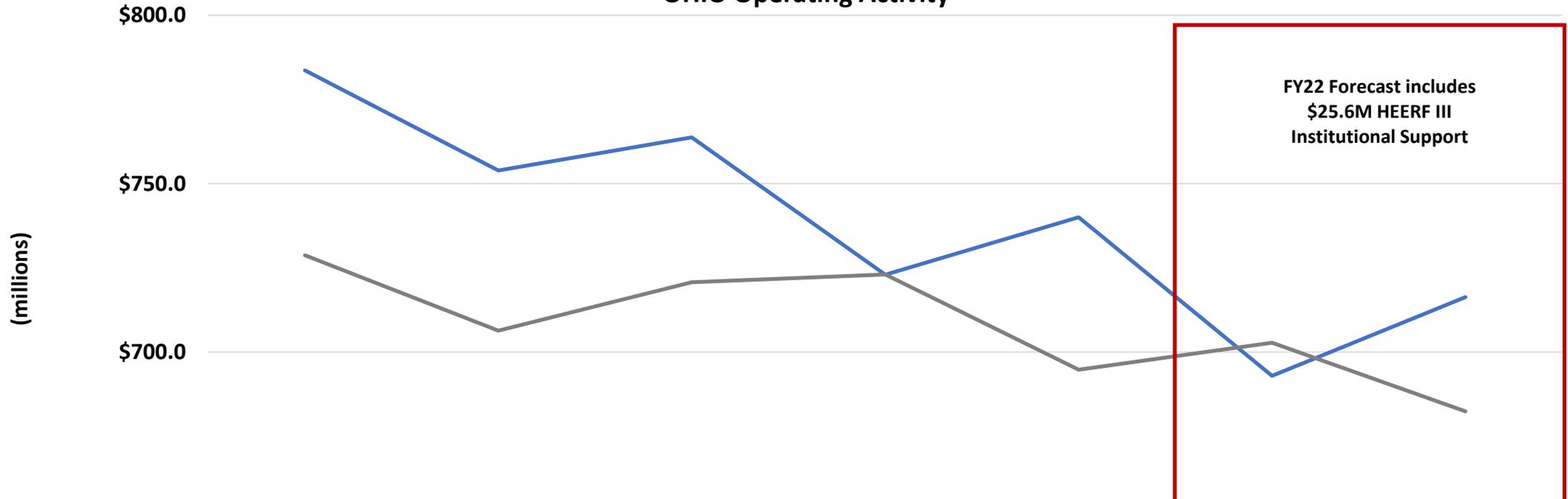
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FY22 Financial Forecast

FY22 Forecast (including COVID-19)

Multi-Year Revenues & Expenses (in millions)

OHIO Operating Activity



FY22 Forecast includes \$25.6M HEERF III Institutional Support

	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Budget	FY22 Forecast
Revenues	\$783.6	\$753.9	\$763.8	\$723.0	\$740.0	\$692.9	\$716.3
Expenses	\$728.7	\$706.4	\$720.7	\$723.0	\$694.8	\$702.8	\$682.4
Results of Operations	\$54.9	\$47.5	\$43.1	-\$0.1	\$45.2	-\$9.8	\$33.9

Variance = \$43.7M

FY22 Forecast – Variance Summary

OHIO Operating Activity, as of May 2022

Budget Category	FY22 Budget	FY22 Forecast	Variance
COVID: HEERF III Revenue	\$0.0M	\$25.6M	+ \$25.6M
Supplies, Services, & Capital Costs	\$191.4M	\$171.7M	+ \$19.7M
Grants & Contracts; F&A (excluding HEERF III)	\$46.8M	\$54.7M	+ \$7.9M
Compensation*	\$448.1M	\$444.9M	+ \$3.2M
Internal & External Sales	\$56.0M	\$55.2M	-\$0.8M
Net Tuition & Fees; Room & Board	\$347.4M	\$346.7M	-\$0.7M
Internal Principal & Interest	\$63.2M	\$65.8M	-\$2.6M
Private Support (Gifts, Investment Income)	\$55.4M	\$46.8M	-\$8.6M
<i>Variance Subtotal</i>			+ \$43.7M

* Compensation further detailed on following slide

FY22 Forecast – Variance Summary – Compensation

OHIO Operating Activity, as of May 2022

Compensation Category	FY22 Budget	FY22 Forecast	Variance
Faculty & Staff Salaries, Wages, & Other Payroll	\$294.8M	\$282.0M	+ \$12.8M
Student & Graduate Student Wages	\$38.1M	\$33.9M	+ \$4.2M
Variable/Other Benefits	\$58.9M	\$56.1M	+ \$2.8M
Healthcare Expense	\$56.3M	\$60.3M	- \$4.0M
VSRP 2022 (including associated benefits)	\$0.0M	\$5.4M	- \$5.4M
FY2022 Bonus (including associated benefits)	\$0.0M	\$7.2M	- \$7.2M
<i>Variance Subtotal</i>			<i>+ \$3.2M</i>

FY22 Update – COVID Expenses

As of May 2022

Budget Category	FY22 Budget	FY22 Forecast	Variance
Testing Costs	\$12.9M	\$9.2M	+ \$3.7M
Environmental Controls (PPE, cleaning, barriers, signage, etc)	\$0.3M	\$0.3M	-
Instructional Delivery	\$0.3M	\$0.3M	-
Personnel (Salaries & Benefits)	\$1.4M	\$1.9M	- \$0.5M
Subtotal: COVID Expenses	\$14.9M	\$11.7M	+ \$3.2M

Fee Changes and Waiver Renewals

Resolutions

Tab #; pg

Tab #; pg

Course Fees

Aviation

Course	Current Fee	Proposed Fee
2400	\$9,866	\$10,425
2403	\$3,163	\$3,265
3400	\$9,386	\$11,375
4000	\$7,349	\$8,349
4050	\$9,386	\$11,495
4200	\$4,806	\$5,110
4300	\$7,050	\$7,120
4450	\$5,014	\$4,140
4550	\$4,464	\$3,815
4850	\$323	\$355

- Fees have not increased in 10 years
- Covers fuel and flight instructor costs

Nursing (Lancaster Campus)

Course	Current Course Fees				New
	Chillicothe	Eastern	Southern	Zanesville	Lancaster
2111	\$60	\$60	\$60	\$60	\$60
2221	\$343	\$343	\$343	\$343	\$343
2231	\$280	\$280	\$280	\$280	\$280
3131	\$293	\$293	\$293	\$293	\$293
3141	\$93	\$93	\$93	\$93	\$93
3231	\$293	\$293	\$293	\$293	\$293
4121	\$93	\$93	\$93	\$93	\$93
4141	\$293	\$293	\$293	\$293	\$293
4401	\$285	\$285	\$285	\$285	\$285

- Expansion of Nursing Program to Lancaster Campus
- Fees associated with HESI certification testing

Graduate Program Fees

Master of Engineering Management (MEM)

Current: \$192/credit hour

Proposed: \$217/credit hour

- First increase to MEM program since AY2020
- Program fees create a premium tuition level based on analysis of the market for the program as well as rates charged by other universities for competitive programs.
- Proposed total costs/credit hour remain 38% below in-state competition.

Other Fees

Bobcat Student Orientation (BSO) Guest Fees

Current: \$20 for one or two nights

Proposed: \$35 for one night; \$60 for two nights

This is an elective fee for guests (usually parents). Student orientation fees are included in The OHIO Guarantee+.

Language Test Proctoring

Proposed: \$5

This fee is associated with a proctored language test for students that want to have a language requirement waived by demonstrating that they have already acquired that competency. This \$5 fee is a pass-through fee that goes to the company proctoring the tests and would only be charged to students opting to request the language waiver.

eCampus Rates

- First change to eCampus undergraduate program pricing since quarter-to-semester conversion in FY13
- Market research suggests current pricing structure is low
- Instructional Fee increase from \$237/CH to \$304/CH
- Increase in Non-Resident Fee from \$3/CH to \$5/CH
- \$25/CH program fee for new Bachelor of Science in Business (9 core courses only)

FY23 Fee Changes

Resolution

Tab #; pg #

**FISCAL YEAR 2022-23
OHIO UNIVERSITY
ACADEMIC YEAR 2022-23 FEE CHANGES**

RESOLUTION 2022 -

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

WHEREAS, all fee changes must be authorized and consistent with legislation enacted in Am. Sub. H.B. 110 of the 134th General Assembly; and

WHEREAS, the course fees in Exhibits A and B have been approved by the Chancellor of Higher Education, pursuant to Section 381.160(A)(1)(c) of H.B.110 of the 134th General Assembly; and

WHEREAS, the broad-based fees in Exhibit D are consistent with elective service charge and pass-through exemptions per Section 381.160(A)(2) of H.B.110 of the 134th General Assembly.

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees adopts the fee schedules attached hereto as Exhibits A through D, effective Fall Semester 2022 unless otherwise noted.

FY23 Tuition Waivers

Resolution

Tab #; pg #

**FISCAL YEAR 2022-23
OHIO UNIVERSITY
ACADEMIC YEAR 2022-23 TUITION WAIVERS**

RESOLUTION 2022 --

WHEREAS, the appropriate planning and consultations within the University have been completed, resulting in the recommendation of the reduced instructional, general and non-resident rates for certain undergraduate eCampus as detailed in Exhibit A; and

WHEREAS, the reduced instructional, general, and non-resident fees in Exhibit A require the review and approval of the Chancellor of the Ohio Department of Higher Education; and

WHEREAS, these tuition and fee waivers must be authorized and consistent with legislation enacted in Am. Sub. H.B. 110 of the 134th General Assembly.

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees adopts the fee schedules attached hereto as Exhibit A, effective Fall Semester 2022.

**FISCAL YEAR 2022-23
OHIO UNIVERSITY
ACADEMIC YEAR 2022-23 FEE CHANGES**

RESOLUTION 2022 -

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

WHEREAS, all fee changes must be authorized and consistent with legislation enacted in Am. Sub. H.B. 110 of the 134th General Assembly; and

WHEREAS, the course fees in Exhibits A and B have been approved by the Chancellor of Higher Education, pursuant to Section 381.160(A)(1)(c) of H.B.110 of the 134th General Assembly; and

WHEREAS, the broad-based fees in Exhibit D are consistent with elective service charge and pass-through exemptions per Section 381.160(A)(2) of H.B.110 of the 134th General Assembly.

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees adopts the fee schedules attached hereto as Exhibits A through D, effective Fall Semester 2022 unless otherwise noted.

Exhibit A

OHIO UNIVERSITY

**Changes to FY 2023 Student Tuition & Fee Schedule
ATHENS CAMPUS UNDERGRADUATE COURSE FEES**

Program	Course	Course Title	Current Amount	FY23 Amount Requested	FY23 Amount Recommended to BOT
Aviation	AVN 2400	Private Pilot Flight Course	\$9,866	\$10,425	\$10,425
Aviation	AVN 2403	Private Pilot Flight Transfer Course	\$3,163	\$3,265	\$3,265
Aviation	AVN 3400	Cross-Country Flight	\$9,386	\$11,375	\$11,375
Aviation	AVN 4000	Instrument Flight Course	\$7,349	\$8,349	\$8,349
Aviation	AVN 4050	Advanced Cross Country Flight	\$9,386	\$11,495	\$11,495
Aviation	AVN 4200	Commercial Flight	\$4,806	\$5,110	\$5,110
Aviation	AVN 4300	Multi-Engine Flight Course	\$7,050	\$7,120	\$7,120
Aviation	AVN 4450	Flight Instructor Flight Course	\$5,014	\$4,140	\$4,140
Aviation	AVN 4550	Instrument Instructor Flight Course	\$4,464	\$3,815	\$3,815
Aviation	AVN 4850	Advanced Aircraft and Flight Crew Operations	\$323	\$355	\$355

Exhibit B

OHIO UNIVERSITY
Changes to FY 2023 Student Tuition & Fee Schedule
REGIONAL CAMPUS UNDERGRADUATE COURSE FEES

Campus	Program	Course	Course Title	Current Amount	FY23 Amount Requested	FY23 Amount Recommended to BOT
Lancaster	Nursing	2111	Clinical Judgment II	\$0	\$60	\$60
Lancaster	Nursing	2221	Foundation Nursing Practice	\$0	\$343	\$343
Lancaster	Nursing	2231	Health Assessment	\$0	\$280	\$280
Lancaster	Nursing	3131	Nursing Care of Adults I	\$0	\$293	\$293
Lancaster	Nursing	3141	Mental Health Nursing	\$0	\$93	\$93
Lancaster	Nursing	3231	Nursing Care of Adults II	\$0	\$293	\$293
Lancaster	Nursing	4121	Management & Leadership in Nursing	\$0	\$93	\$93
Lancaster	Nursing	4141	Nursing Care of Children & Families	\$0	\$293	\$293
Lancaster	Nursing	4401	Professional Practice in Nursing	\$0	\$285	\$285

Exhibit C

OHIO UNIVERSITY
Changes to FY 2023 Student Tuition & Fee Schedule
GRADUATE OFF CAMPUS PROGRAMS
(PER CREDIT HOUR)

College	Program	Fee Type	Instructional Fee	General Fee	Program Fee	Special Svcs/ Materials Fee	SIS/ Network Fee	Resident Total	Non-Resident Surcharge	Non-Resident Total
Russ College of Engineering & Technology	Master of Engineering Management	Current	505	3	192	8	4	712	19	731
		Proposed	505	3	217	8	4	737	19	756

Exhibit D

OHIO UNIVERSITY
Request for New or Increase of Broad-Based Fees - FY23

Fee Name	Current Amount	FY23 Amount Requested	FY23 Amount Recommended to BOT	Notes
Bobcat Student Orientation - Guest 1-Day	\$20	\$35	\$35	Elective fee for guests (usually parents)
Bobcat Student Orientation - Guest 2-Day	\$20	\$60	\$60	
Language Exam Proctoring Fee	N/A	\$5	\$5	Elective pass-through fee for students wishing to test out of CAS language requirement by demonstrating required competency. The \$5 fee is a pure pass-through to Proctortrack.

**FISCAL YEAR 2022-23
OHIO UNIVERSITY
ACADEMIC YEAR 2022-23 TUITION WAIVERS**

RESOLUTION 2022 --

WHEREAS, the appropriate planning and consultations within the University have been completed, resulting in the recommendation of the reduced instructional, general and non-resident rates for certain undergraduate eCampus as detailed in Exhibit A; and

WHEREAS, the reduced instructional, general, and non-resident fees in Exhibit A require the review and approval of the Chancellor of the Ohio Department of Higher Education; and

WHEREAS, these tuition and fee waivers must be authorized and consistent with legislation enacted in Am. Sub. H.B. 110 of the 134th General Assembly.

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees adopts the fee schedules attached hereto as Exhibit A, effective Fall Semester 2022.

Exhibit A

OHIO UNIVERSITY
2022-23 STUDENT TUITION & FEE SCHEDULE
REDUCED RATES
(PER CREDIT HOUR)

Undergraduate Programs	Instructional Fee	General Fee	Program Fee	Special Svcs / Materials Fee	Ohio Resident Total	Non-Resident Fee	Out-of-State Resident Total
eCampus Undergraduate Programs	304	3	-	-	307	5	312
BSB Program (9 core SAM Courses)	304	3	25	-	332	5	337
Correctional Education	304	3	-	100	407	5	412

**APPROVAL OF THE OHIO UNIVERSITY
FY23 CAPITAL IMPROVEMENT PLAN**

RESOLUTION 2022 -

WHEREAS, the University's Capital Planning Team has undertaken the development of the FY23 Capital Improvement Plan (CIP), and

WHEREAS, the FY23 CIP includes projects identified as priorities to continue based on review with University leadership, and

WHEREAS, the FY23 CIP was reviewed with University Vice Presidents, Auxiliary units, and Regional Campus leadership to arrive at a consensus of priority projects and gain their endorsement of the plan, and

WHEREAS, the Capital Funding and Priorities Committee has approved and made recommendation to the President, and

WHEREAS, the FY23 Capital Improvement Plan has been approved by the President.

NOW THEREFORE, BE IT RESOLVED that the Ohio University Board of Trustees does hereby approve the attached FY23 Capital Improvement Plan.



OHIO
UNIVERSITY

Interoffice Communication

Date: May 26, 2022

To: The President and Board of Trustees

From: Joseph Trubacz, Interim Vice President for Finance and Administration, CFO and Treasurer
Steve Wood, Chief Facility Officer and Senior Associate Vice-President

Re: **FY23 Capital Improvement Plan (CIP) Update**

At the June Board of Trustees meeting we will present for approval the FY23 update to the Capital Improvement Plan with revisions since the August 2021 Board of Trustees approval. The plan includes priority projects planned to commence in FY23 and those currently in design and construction with expected expenditures in FY23.

During the review, leadership re-examined deferred maintenance and programmatic priorities, validated assumptions, considered critical emerging needs, and evaluated funding in conjunction with operating budget constraints and in alignment with the current strategic plan. As a result of this process, the university is postured to:

- Commence \$160.7 million in new project starts and continue \$239.8 million of projects in progress
- Execute \$11.1 million of CB23 funds for deferred maintenance priorities

Resolutions for both the FY23 Capital Improvement Plan update and use of the CB23 funds are included for approval.

As a reminder, each project over \$500,000 will be presented to the Board for approval prior to execution.

We look forward to presenting and discussing this plan with you at the Board of Trustees meeting.

June 14, 2022

FY23 Annual CIP Update

Resolution

Tab #; pg

Capital Improvement Plan (CIP) FY23 Annual Update

CIP is updated and approved annually

- Typically presented to BoT June of each year
- Six-Year CIP in odd years, Annual CIP in even years

FY23 Annual CIP:

- FY23 plan was approved by BoT in 2021 as part of the FY23-28 6-Year CIP
- This annual update is designed to validate assumptions and priorities, and to consider critical emerging needs for inclusion

Annual Update Process

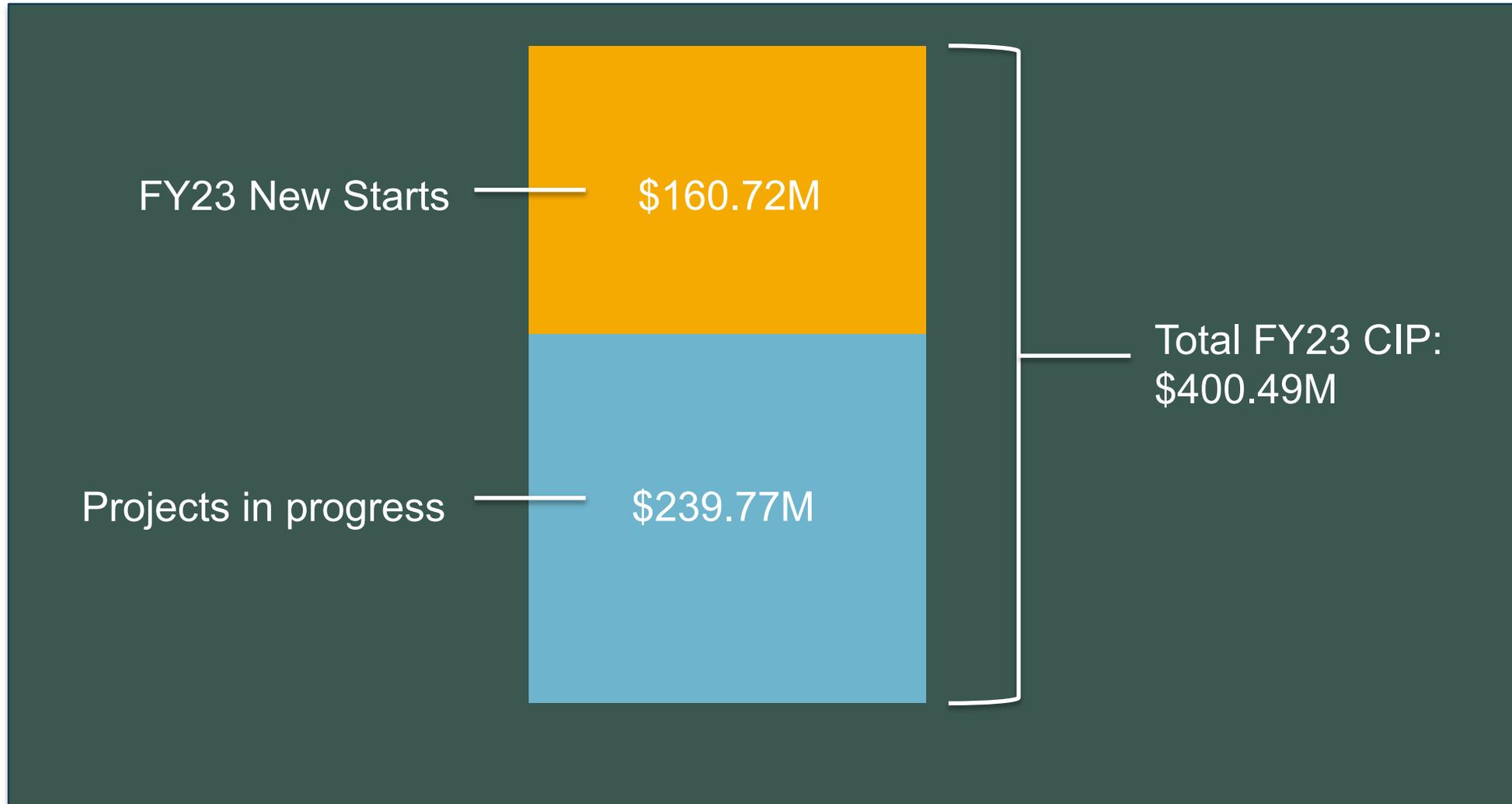
- Extract FY23 priorities from FY23-28 6-yr CIP
- Review FY23 priorities with University stakeholders; make updates based on stakeholder feedback
- Review funds available for allocation
 - Sources include project savings and change in strategy
- Review priorities: existing and new needs
- Develop a plan and seek approval

Funding Available for Allocation

- \$4.74M available
- Changes resulting in available funding:
 - FY23 Century Bond tranche for portfolio reduction
 - Project savings and residual funds

Proposed Funding Allocation	
RHE specific funds	\$383,000
Admissions Tour Route Improvements	\$700,000
Konneker Research Fire Alarm Replacement	\$565,000
Peden Fire Alarm Replacement	\$695,000
Multi-cultural Center project in Baker	\$200,000
Campus Wayfinding and Marketing Phase One	\$200,000
CoFA Additional Funding	\$1,300,000
Baker Center: Student Lounge Areas	\$100,000
Academic Affairs: Student Advising, CTLA, etc	\$200,000
Alden Student Resource Space Upgrade/Refresh	\$400,000
Total	\$4,743,000

FY23 CIP Summary



FY23 CIP Summary

FY23 Annual Capital Improvement Plan	Project Totals		Funding Sources					Capital Expenditure Forecast			
	Projects Beginning in a Prior FY	Projects Beginning in FY23									
Classification	In Millions	In Millions	Internal Bank	Century Bond	Grants/ Gifts	State Approp.	Working Capital	Past Expend.	FY23	FY24	FY25 & Beyond
Academic/Programmatic	123.16	137.37	52.99	23.39	48.09	79.44	56.63	58.73	50.36	49.53	101.92
Auxiliaries	38.41	5.73			2.30		41.83	5.10	24.52	13.52	1.00
Building Systems & Infrastructure	35.55	2.97	2.90	28.71		2.90	4.00	4.59	21.48	4.01	8.43
Office of Information Technology	5.60	4.00					9.60	4.89	4.40	0.32	
Regional Higher Education	8.66	4.27			0.48	11.29	1.17	0.31	5.03	7.59	
Student Affairs	0.51	3.50			0.13		3.89	0.03	3.99		
University Initiatives	9.27	2.55		7.93		0.37	3.52	1.91	9.22	0.69	
Utility System Upgrades	18.61	0.34		6.07		12.19	0.68	2.51	10.47	5.97	
Totals	\$239.77	\$160.72	\$55.89	\$66.10	\$51.00	\$106.19	\$121.32	\$78.06	\$129.46	\$81.62	\$111.35

CIP Projects by Classification

FY23 Annual Capital Improvement Plan	Project Totals		Funding Sources					Capital Expenditure Forecast				
	Projects Beginning in a Prior FY	Projects Beginning in FY23						Past Expend.	FY23	FY24	FY25 & Beyond	Included In Previous CIP (Y/N)
Classification & Project	In Millions	In Millions	Internal Bank	Century Bond	Grants/ Gifts	State Approp.	Working Capital	Past Expend.	FY23	FY24	FY25 & Beyond	Included In Previous CIP (Y/N)
FY23 Annual CIP Total	239.77	160.72	55.89	66.10	51.00	106.19	121.32	78.06	129.46	81.62	111.35	
Academic/Programmatic	123.16	137.37	52.99	23.39	48.09	79.44	56.63	58.73	50.36	49.53	101.92	
In Progress	123.16		52.99	15.36	3.09	48.84	2.88	58.73	40.51	14.93	9.00	
Clippinger Renovation Strategy Phase II	38.61		6.38	6.04		26.19		32.84	5.77			Y
Clippinger Renovation Strategy Phase III	34.32		18.51	5.09		10.71		2.00	21.51	10.81		Y
Grosvenor Hall Administrative Relocations Renovation	1.35			1.35				1.00	0.35			Y
Russ Research Opportunity Center	31.10		28.10		3.00			21.73	9.37			Y
Stocker Center Deferred Maintenance and Programmatic Renovation	14.70			2.88		11.83		0.06	1.54	4.11	9.00	Y
Small Capital Projects (<i>Projects under \$500K</i>)	3.08				0.09	0.11	2.88	1.11	1.97	0.00		Y(\$968K), N(\$2.11M)
FY23 Start Projects		137.37		8.03	45.00	30.60	53.75		9.85	34.60	92.92	
Admissions and Visitor Experience		5.00			5.00				1.50	2.00	1.50	Y
College of Fine Arts Facilities Renewal		68.22		6.41	32.00	29.81			0.50	9.60	58.12	Y
HCOM Phase 2 (<i>Space Study may inform different budget</i>)		50.00					50.00		1.70	15.00	33.30	Y
Life Sciences Lab and Vivarium Improvements		8.00			8.00				2.40	5.60		Y
Non Capital Plan Projects FY23		1.00					1.00		1.00			Y
Research Space Improvements		2.00					2.00		0.60	1.40		Y
Small Capital Projects (<i>Projects under \$500K</i>)		0.75					0.75		0.75			Y(\$600K), N(\$146K)
College of Fine Arts Space Study		0.30		0.30					0.30			Y
Multi-Cultural Center Project (Baker)		0.20		0.14		0.06			0.20			N
Alden Student Resource Space Upgrade/Refresh		0.40		0.08		0.32			0.20	0.20		N
Campus Wayfinding and Marketing Phase One		0.20		0.20					0.20			N
CoFA Additional Funding		1.00		0.59		0.41			0.20	0.80		N
Academic Affairs: Student Advising, CTLA, etc		0.20		0.20					0.20			N
Baker Center: Student Lounge Areas		0.10		0.10					0.10			N

FY23 Annual Capital Improvement Plan	Project Totals		Funding Sources					Capital Expenditure Forecast				
	Projects Beginning in a Prior FY	Projects Beginning in FY23						Internal Bank	Century Bond	Grants/ Gifts	State Approp.	Working Capital
Classification & Project	In Millions	In Millions										
Auxiliaries	38.41	5.73			2.30		41.83	5.10	24.52	13.52	1.00	
In Progress	38.41				1.96		36.45	5.10	18.79	13.52	1.00	
Airport	1.69				1.52		0.17	0.20	1.49			
Bush Airport Apron Rehabilitation	1.69				1.52		0.17	0.20	1.49			Y
Athletics	1.84				0.44		1.40	0.20	1.61	0.02		
Peden Stadium Turf Replacement	1.30						1.30	0.10	1.20			N
Small Capital Projects (<i>Projects under \$500K</i>)	0.54				0.44		0.10	0.10	0.41	0.02		Y(\$75K), N(\$464K)
Culinary	1.88						1.88	0.20	0.72	0.96		
Nelson Dining Hall Flooring Replacement	0.90						0.90	0.01	0.11	0.78		Y
Small Capital Projects (<i>Projects under \$500K</i>)	0.98						0.98	0.19	0.61	0.17		Y(\$510K), N(\$468K)
Housing and Residence Life	32.85						32.85	4.49	14.82	12.54	1.00	
Boyd, Sargent, Treudley, Tiffin Lobbies Renovation	6.50						6.50		2.50	4.00		N
Bryan Hall HVAC and Life Safety Upgrades 2022	8.40						8.40		2.60	4.80	1.00	Y
Gamertsfelder and Washington Halls Window Replacement	3.30						3.30	0.02	0.55	2.74		Y
Gamertsfelder Hall Bath/HVAC/Utilities Renovations	10.75						10.75	2.00	7.75	1.00		Y
Washington Make Up Air & Chilled Water Upgrade	1.40						1.40	0.62	0.78			Y
Weld House Demolition	2.50						2.50	1.85	0.65			Y
Transportation & Parking Services	0.15						0.15	0.00	0.15			
Parking Lot Maintenance - 2022	0.15						0.15	0.00	0.15			Y
FY23 Start Projects		5.73			0.35		5.38		5.73			
Airport		0.36			0.34		0.03		0.36			
Snow Removal Equipment		0.15			0.15		0.01		0.15			Y
AWOS Replacement		0.21			0.19		0.02		0.21			N
Athletics		0.05			0.01		0.04		0.05			
Sook Academic Center Suites Window and Audio		0.05			0.01		0.04		0.05			N
Culinary		5.11					5.11		5.11			
Central Food Bakery & Veg Prep Equipment		3.50					3.50		3.50			Y
Maintenance/Large Equipment Purchases FY23		1.50					1.50		1.50			Y
Small Capital Projects (<i>Projects under \$500K</i>)		0.11					0.11		0.11			Y
Transportation & Parking Services		0.20					0.20		0.20			
Parking Lot Maintenance FY23		0.15					0.15		0.15			Y
Parking Technology Improvements FY23		0.05					0.05		0.05			Y

FY23 Annual Capital Improvement Plan	Project Totals		Funding Sources					Capital Expenditure Forecast				
	Projects Beginning in a Prior FY	Projects Beginning in FY23	Internal Bank	Century Bond	Grants/ Gifts	State Approp.	Working Capital	Past Expend.	FY23	FY24	FY25 & Beyond	Included in Previous CIP (Y/N)
Classification & Project	In Millions	In Millions										
Building Systems & Infrastructure	35.55	2.97	2.90	28.71		2.90	4.00	4.59	21.48	4.01	8.43	
In Progress	35.55		2.90	25.74		2.90	4.00	4.59	18.92	3.60	8.43	
Alden Library Air Handlers 3 and 4 Replacement	1.40			0.99		0.41		0.80	0.60			Y
Aquatic Center Roof Replacement	2.00			2.00				0.82	1.18			Y
Athens Campus Roof Repairs	1.00						1.00	0.14	0.86			N
Bromley Hall Building Based Heating System	0.60						0.60	0.15	0.45			N
Chubb Hall HVAC	2.20			0.91		1.29		0.33	1.87			Y
Convocation Center Electrical, HVAC, Fire System Improvements	15.30			13.30			2.00	0.50	4.00	2.50	8.30	Y
Grosvenor/Grosvenor West Roof Replacements	1.30			0.50		0.80		0.01	0.97	0.32		Y
HVAC Controls FY22	0.55			0.48			0.08	0.05	0.50			Y
Peden Boiler and Domestic Hot Water Tank Replacement	0.50			0.50				0.10	0.40			Y
Peden Tower Roof	0.60			0.60				0.02	0.57	0.01		N
Ping Center Roof Replacement	3.30			3.30				0.40	2.90			Y
Porter and Lindley Halls Window Replacement	3.40		2.90	0.50				0.58	2.82			Y
Porter Hall Flat Roof Replacement	0.50			0.10		0.40		0.00	0.07	0.43		Y
Windows Repair & Replacement FY23 (Putnam)	0.53			0.53				0.00	0.06	0.34	0.13	Y
Small Capital Projects (<i>Projects under \$500K</i>)	2.37			2.04			0.33	0.69	1.68			Y(\$1.73M), N(\$635K)
FY23 Start Projects		2.97		2.97		0.00			2.56	0.41		
Annual Emergency Projects Fund FY23		0.40		0.40					0.40			Y
In-House Masonry and Painting FY23		0.50		0.50					0.50			Y
31 S. Court Roof Replacement		0.81		0.81					0.40	0.41		Y
Konneker Research Center Fire Alarm System Replacement		0.57		0.57		0.00			0.57			N
Peden Fire Alarm Replacement		0.70		0.70		0.00			0.70			N
Office of Information Technology	5.60	4.00					9.60	4.89	4.40	0.32		
In Progress	5.60						5.60	4.89	0.40	0.32		
OIT Network Replacement	5.60						5.60	4.89	0.40	0.32		Y
FY23 Start Projects		4.00					4.00		4.00			
OIT Capital Investments FY23		4.00					4.00		4.00			Y

FY23 Annual Capital Improvement Plan	Project Totals		Funding Sources					Capital Expenditure Forecast				
	Projects Beginning in a Prior FY	Projects Beginning in FY23	Internal Bank	Century Bond	Grants/ Gifts	State Approp.	Working Capital	Past Expend.	FY23	FY24	FY25 & Beyond	Included in Previous CIP (Y/N)
Classification & Project	In Millions	In Millions										
Regional Higher Education	8.66	4.27			0.48	11.29	1.17	0.31	5.03	7.59		
In Progress	8.66				0.48	7.03	1.16	0.31	3.48	4.87		
Lancaster HVAC and Energy Efficiency Improvements Phase II	3.66					3.52	0.15	0.10	1.36	2.20		Y
Lancaster HVAC and Energy Efficiency Impvts Ph III (includes ORITE exhaust improvements)	2.36					2.36	0.00	0.00	0.71	1.65		Y
OUL Brasee Hall Nursing Renovation Phase I	0.60				0.48		0.13	0.00	0.06	0.54		N
Video Surveillance and Security Improvements	0.47					0.17	0.30	0.01	0.46			Y
Small Capital Projects (<i>Projects under \$500K</i>)	1.57					0.99	0.58	0.20	0.89	0.48		Y(\$1.56M), N(\$10K)
FY23 Start Projects		4.27				4.26	0.02		1.55	2.72		
OUZ HVAC and Energy Efficiency Improvements, Phase I		3.42				3.42			1.03	2.39		Y
Small Capital Projects (<i>Projects under \$500K</i>)		0.85				0.84	0.02		0.52	0.33		Y(\$490K), N(\$360K)
Student Affairs	0.51	3.50			0.13		3.89	0.03	3.99			
In Progress	0.51				0.13		0.39	0.03	0.49			
NPHC Garden	0.40				0.05		0.35	0.03	0.38			Y
Memorial Auditorium Alumni Room Renovation	0.08				0.08				0.08			N
Survivor Advocacy Program Office Relocation	0.04						0.04	0.00	0.04			N
FY23 Start Projects		3.50					3.50		3.50			
Campus Recreation Keep Up Investments		3.50					3.50		3.50			Y
University Initiatives	9.27	2.55		7.93		0.37	3.52	1.91	9.22	0.69		
In Progress	9.27			7.18		0.37	1.72	1.91	6.97	0.39		
Scott Quad Demolition	3.62			3.62				1.00	2.62			Y
Research and Technology Center Demolition	3.25			3.25				0.04	2.84	0.37		N
Classroom Improvement Initiatives	1.45						1.45	0.50	0.92	0.03		Y(\$996K), N(\$450K)
Small Capital Projects (<i>Projects under \$500K</i>)	0.75			0.10		0.37	0.28	0.36	0.39			Y(\$425K), N(\$323K)
Admissions Tour Route Improvements	0.20			0.20					0.20			N

FY23 Annual Capital Improvement Plan	Project Totals		Funding Sources					Capital Expenditure Forecast				
	Projects Beginning in a Prior FY	Projects Beginning in FY23										
Classification & Project	In Millions	In Millions	Internal Bank	Century Bond	Grants/ Gifts	State Approp.	Working Capital	Past Expend.	FY23	FY24	FY25 & Beyond	Included In Previous CIP (Y/N)

University Initiatives Cont.

FY23 Start Projects		2.55		0.75			1.80		2.25	0.30		
ADA FY23		0.25		0.25					0.25			Y
Classroom Improvement Plan FY23		1.00					1.00		1.00			Y
Safety Funds FY23		0.50					0.50		0.50			Y
Diversity and Accessibility Improvements FY23		0.25					0.25		0.25			Y
Real Estate Initiatives FY23		0.05					0.05		0.05			Y
Admissions Tour Route Improvements Phase II		0.50		0.50					0.20	0.30		N
Utility System Upgrades	18.61	0.34		6.07		12.19	0.68	2.51	10.47	5.97		
In Progress	18.61			6.07		12.19	0.35	2.51	10.27	5.84		
Class Gate Tunnel Rehabilitation	2.00			0.65		1.35		0.75	1.25			Y
College Green Tunnels (Union & University Ter.)	3.38			0.65		2.73			1.10	2.28		Y
EIP - Campus Steam System Repairs 2022	0.60			0.60				0.44	0.16			Y
EIP - Campus Steam System Repairs 2023	0.90			0.10		0.80		0.01	0.83	0.06		Y
Old Heating Plant Switchgear	8.81			1.49		7.32		0.40	4.91	3.50		Y
Ridges Building 33 Deaerator Replacement	0.53			0.53				0.05	0.48			Y
Ridges Building 33 (Heat Plant) to 12470V	1.65			1.65				0.30	1.35			Y
Small Capital Projects (<i>Projects under \$500K</i>)	0.75			0.40			0.35	0.56	0.18			Y(\$720K), N(\$25K)
FY23 Start Projects		0.34					0.34		0.20	0.14		
Convocation Center West Pedestrian Bridge Repairs		0.34					0.34		0.20	0.14		Y

FY23 Capital Improvement Plan (CIP) Approval Resolution

Tab #; pg #

**APPROVAL OF THE OHIO UNIVERSITY
FY23 CAPITAL IMPROVEMENT PLAN**

RESOLUTION 2022 -

WHEREAS, the University's Capital Planning Team has undertaken the development of the FY23 Capital Improvement Plan (CIP), and

WHEREAS, the FY23 CIP includes projects identified as priorities to continue based on review with University leadership, and

WHEREAS, the FY 23 CIP was reviewed with University Vice Presidents, Auxiliary units, and Regional Campus leadership to arrive at a consensus of priority projects and gain their endorsement of the plan, and

WHEREAS, the Capital Funding and Priorities Committee has approved and made recommendation to the President, and

WHEREAS, the FY23 Capital Improvement Plan has been approved by the President.

NOW THEREFORE, BE IT RESOLVED that the Ohio University Board of Trustees does hereby approve the attached FY23 Capital Improvement Plan.

**APPROVAL FOR FY23 USES OF CENTURY BOND FUNDING AND THE USE OF
ANNUAL CENTURY BOND ALLOCATIONS TO FUND OPERATING
INVESTMENT IN DEFERRED AND PREVENTIVE MAINTENANCE**

RESOLUTION 2022 -

WHEREAS, the University issued \$250 million in 100-year maturity taxable bonds (“Century Bonds”) in order to establish a central bank funding model for deferred maintenance and other projects; and

WHEREAS, the Century Bond Guiding Principles set aside \$160 million of the \$250 million to address deferred maintenance in 16 annual \$10 million deferred maintenance tranches beginning in FY15; and

WHEREAS, University management is returning to the Century Bond Guiding Principles annual allocation schedule (FY23 \$11.1M) and has presented the expected FY23 uses of Century Bond funding, inclusive of the FY23 \$10 million internal loan; and

WHEREAS, a portion of the FY23 and future annual tranches will be used to fund projects identified in the FY23 Annual Capital Improvement Plan (CIP) and the FY23-FY28 Six Year CIP; and

WHEREAS, the funding strategy has been reviewed and approved by the Treasury and Debt Advisory Committee.

NOW THEREFORE, BE IT RESOLVED that the Ohio University Board of Trustees approves the FY23 uses of Century Bond funding as included in the FY23 Annual CIP.

BE IT FURTHER RESOLVED that the Ohio University Board of Trustees approves the use of annual Century Bond allocations to fund its operating investment in deferred and preventive maintenance projects.

June 14, 2022

FY23 Century Bond Tranche

Resolution

Tab #; pg

FY23 Century Bond Tranche - Draft

ADA PRIORITY	\$250,000
ADA - 2023	\$250,000
DEFERRED MAINTENANCE	\$9,450,000
Athens Campus Masonry In-House FY23	\$250,000
Athens Campus Painting In-House 2023	\$250,000
Clippinger Renovation Strategy Phase III	\$3,138,667
College Green Tunnels (Union & University Terrace)	\$471,770
Convocation Center Electrical, HVAC, Fire System Improvements	\$2,202,063
EIP - Campus Steam System Repairs 2023	\$100,000
Grosvenor/Grosvenor West Roof Replacements	\$500,000
Porter Hall Flat Roof Replacement	\$100,000
Portfolio Reduction Initiative (Scott Quad)	\$1,422,000
Peden Fire Alarm Replacement	\$490,500
Windows Repair & Replacement FY23 (Putnam)	\$525,000
EMERGENCY FUNDS	\$1,400,000
Annual Emergency Projects Fund - 2023	\$400,000
Clippinger Renovation Strategy Phase III	\$1,000,000
TOTAL:	\$11,100,000

FY23 Century Bond \$11.1M Funding

Resolution

Tab #; pg #

APPROVAL FOR FY23 USES OF CENTURY BOND FUNDING AND THE USE OF ANNUAL CENTURY BOND ALLOCATIONS TO FUND OPERATING INVESTMENT IN DEFERRED AND PREVENTIVE MAINTENANCE

RESOLUTION 2022 -

WHEREAS, the University issued \$250 million in 100-year maturity taxable bonds (“Century Bonds”) in order to establish a central bank funding model for deferred maintenance and other projects; and

WHEREAS, the Century Bond Guiding Principles set aside \$160 million of the \$250 million to address deferred maintenance in 16 annual \$10 million deferred maintenance tranches beginning in FY15; and

WHEREAS, University management is returning to the Century Bond Guiding Principles annual allocation schedule (FY23 \$11.1M) and has presented the expected FY23 uses of Century Bond funding, inclusive of the FY23 \$10 million internal loan; and

WHEREAS, a portion of the FY23 and future annual tranches will be used to fund projects identified in the FY23 Annual Capital Improvement Plan (CIP) and the FY23-FY28 Six Year CIP; and

WHEREAS, the funding strategy has been reviewed and approved by the Treasury and Debt Advisory Committee.

NOW THEREFORE, BE IT RESOLVED that the Ohio University Board of Trustees approves the FY23 uses of Century Bond funding as included in the FY23 Annual CIP.

BE IT FURTHER RESOLVED that the Ohio University Board of Trustees approves the use of annual Century Bond allocations to fund its operating investment in deferred and preventive maintenance projects.

**CAPITAL PROJECTS
APPROVAL TO PROCEED WITH DESIGN AND CONSTRUCTION**

RESOLUTION 2022 -

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

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

WHEREAS, the following projects are presented for Board approval:

Design & Construction Requests:

Capital Project Budget & Authorized Expenditures	
Project	Current
Stocker Center Deferred Maintenance and Programmatic Renovation	\$14,700,00
Boyd, Sargent, Treudley, Tiffin Lobbies Renovation	\$6,500,000
OUL HVAC and Energy Improvement Phase III	\$2,360,400
OUL Brasee Hall Nursing Renovations Phase I	\$602,500

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



Interoffice Communication

Date: May 26, 2022

To: The President and Board of Trustees

From: Joseph Trubacz, Interim Senior Vice President Finance & Administration, CFO and Treasurer
Steve Wood, Chief Facilities Office and Senior Associate Vice President

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

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

PROJECT	Authorized Expenditures			Project Budget		
	Previously Approved	Current Action	Total Approved Expenditures	Previously Approved	Current Budget Action	Total Approved Project Budget
<i>Approval to Undertake Design through Construction</i>						
Stocker Center Deferred Maintenance and Programmatic Renovation		\$ 14,700,000	\$ 14,700,000		\$ 14,700,000	\$ 14,700,000
Boyd, Sargent, Treudley, Tiffin Lobbies Renovation		\$ 6,500,000	\$ 6,500,000		\$ 6,500,000	\$ 6,500,000
OUL HVAC and Energy Improvements Phase III		\$ 2,360,400	\$ 2,360,400		\$ 2,360,400	\$ 2,360,400
OUL Brasee Hall Nursing Renovations Phase I		\$ 602,500	\$ 602,500		\$ 602,500	\$ 602,500

Current Project Approval Request Information

- Stocker Center Deferred Maintenance and Programmatic Renovation – This \$14.7M project will be a combination of two projects approved in the FY23-28 CIP: Stocker HVAC Phase 1 and Stocker Plumbing, HVAC, Programmatic Phase 2 with a total budget of \$14,700,000. Due to the funding timeline for this project, it will be accomplished with an initial phase to fix/stabilize systems that exist within the building while paralleling that work with a design

effort that will coordinate the Provost, College, University Planning, Design and Construction and FM Shops to determine the future intent of spaces within the building. This project is funded by the state capital appropriations and deferred maintenance century bond.

- Boyd, Sargent, Treudley, Tiffin Lobbies Renovation – This \$6.5M project will renovate the lobbies of Boyd Hall, Sargent Hall, Treudley Hall, and Tiffin Hall to improve the functionality of the spaces and upgrade the aesthetics. The scope of this project will include demolition of the spaces, right sizing rooms and layout for functional needs, installing new finishes, upgrading the electrical system and lighting, and any associated architectural work to incorporate the new spaces. This project is funded by housing departmental reserves.
- OUL HVAC and Energy Improvements Phase III – This \$2.36M project addresses essential building mechanical systems which have reached or exceeded their useful life and are critical in maintaining building integrity. This project is funded by state capital appropriations.
- OUL Brasee Hall Nursing Renovations Phase I – This \$602.5K project will allow development of a new academic program to fit market demands, responding to community and regional needs, providing future growth and increasing RHE enrollments and revenues. The renovation will include parts of the 4th and 5th floor for two instructional nursing labs, two observation/testing rooms, and an administrative space for the new program. This project is funded by gifts and regional higher education departmental reserves.

June 14, 2022

Capital Projects Update

Resolution

Tab #; pg

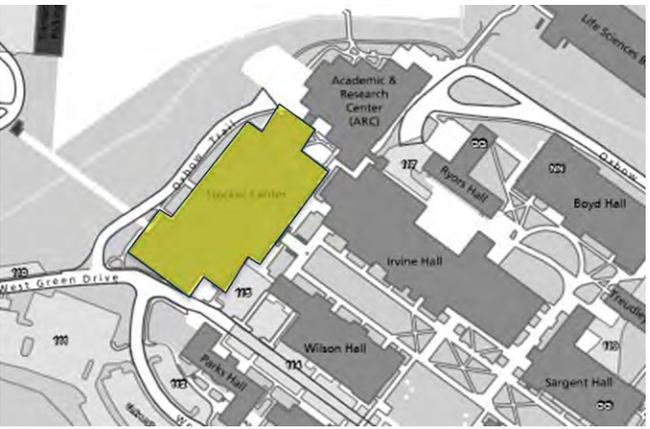
Facilities Project Summary

Phase	Number of Projects	Budget	Expenditures
0 - Conceptual	24	\$ 14,081,941	\$ 16,333
1 - PreDesign	16	\$ 30,756,659	\$ 3,638
2 - Design	47	\$ 75,731,890	\$ 2,302,394
3 - Construction	42	\$ 111,587,359	\$ 44,484,721
4 - Closeout	45	\$ 184,263,748	\$ 177,017,984
Grand Total	174	\$ 416,421,597	\$ 223,825,069

Approvals Requested

PROJECT	Authorized Expenditures			Project Budget		
	Previously Approved	Current Action	Total Approved Authorized Expenditures	Previously Approved	Current Budget Action	Total Approved Project Budget
<i>Approval to Undertake Design through Construction</i>						
Stocker Center Deferred Maintenance and Programmatic Renovation		\$ 14,700,000	\$ 14,700,000		\$ 14,700,000	\$ 14,700,000
Boyd, Sargent, Treudley, Tiffin Lobbies Renovation		\$ 6,500,000	\$ 6,500,000		\$ 6,500,000	\$ 6,500,000
OUL HVAC and Energy Improvements Phase III		\$ 2,360,400	\$ 2,360,400		\$ 2,360,400	\$ 2,360,400
OUL Brasee Hall Nursing Renovations Phase I		\$ 602,500	\$ 602,500		\$ 602,500	\$ 602,500

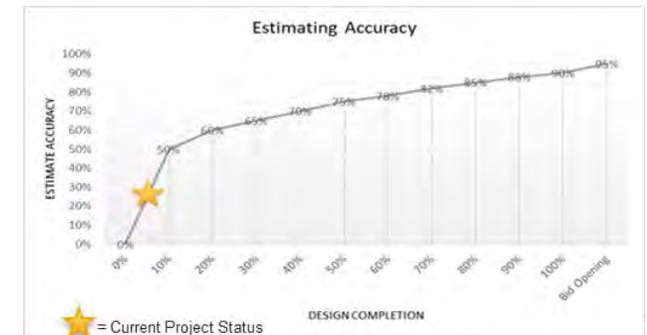
Stocker Center Deferred Maintenance and Programmatic Renovation



Stocker Center Deferred Maintenance and Programmatic Renovation

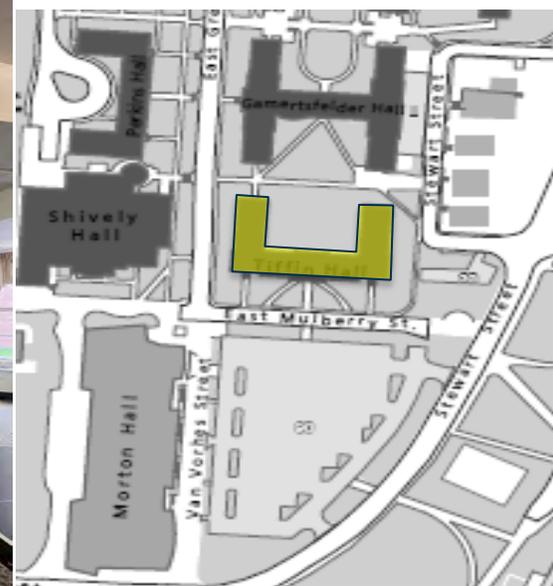
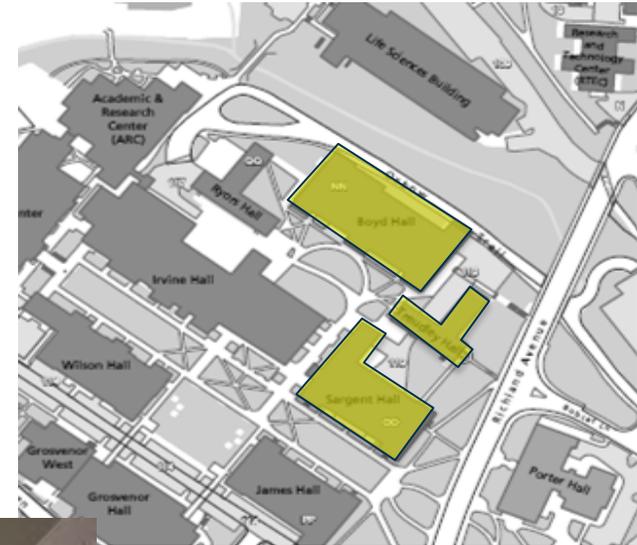
	Design	Construction	Authorized Expenditures	Approved Budget
Previous Board Budget Approvals				
Current Board Request:	\$ 2,205,000	\$ 12,495,000	\$ 14,700,000	\$ 14,700,000
Sub-Totals	\$ 2,205,000	\$ 12,495,000	\$ 14,700,000	\$ 14,700,000
<i>Board Actions:</i>				
Fund Sources				
State Capital Appropriations	\$ 1,773,750	\$ 10,051,250	\$ 11,825,000	
Century Bond	\$ 431,250	\$ 2,443,750	\$ 2,875,000	
Sub-Totals	\$ 2,205,000	\$ 12,495,000	\$ 14,700,000	

Fiscal Year	FY23	FY24	FY25	FY26	FY27
Schedule					
Activity	Phased Design		Phased Construction		



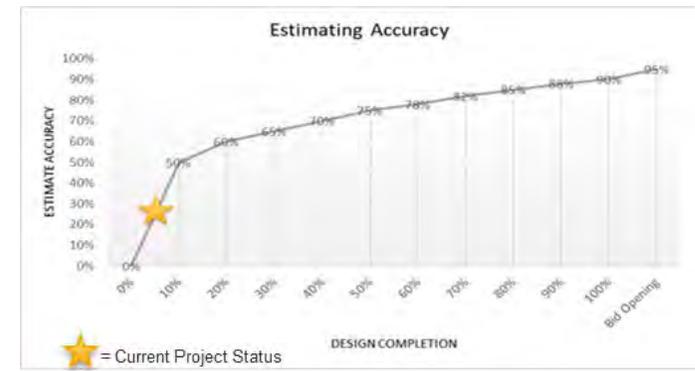
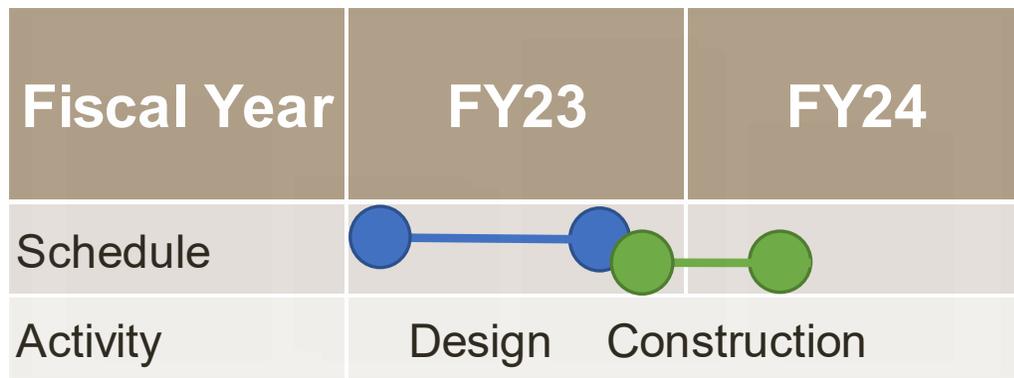
* Based on data from AACE Cost Estimate Classification System

Boyd, Sargent, Treudley, Tiffin Lobbies Renovation



Boyd, Sargent, Treudley, Tiffin Lobbies Renovation

	Design	Construction	Authorized Expenditures	Approved Budget
Previous Board Budget Approvals				
Current Board Request:	\$ 975,000	\$ 5,525,000	\$ 6,500,000	\$ 6,500,000
Sub-Totals	\$ 975,000	\$ 5,525,000	\$ 6,500,000	\$ 6,500,000
<i>Board Actions:</i>				
Fund Sources				
Departmental Funding	\$ 975,000	\$ 5,525,000	\$ 6,500,000	
Sub-Totals	\$ 975,000	\$ 5,525,000	\$ 6,500,000	



* Based on data from AACE Cost Estimate Classification System

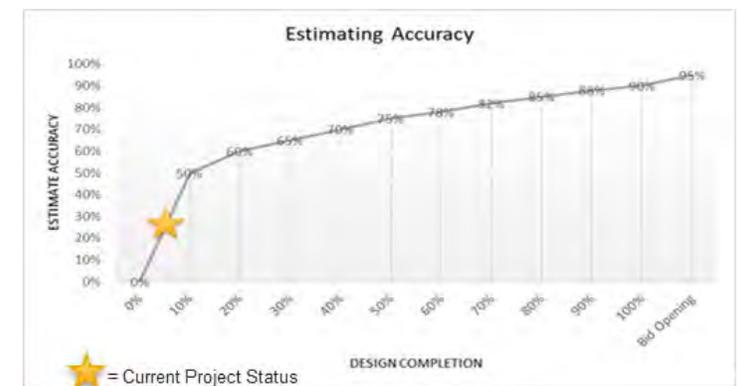
OUL HVAC and Energy Improvements Phase III



OUL HVAC and Energy Improvements Phase III

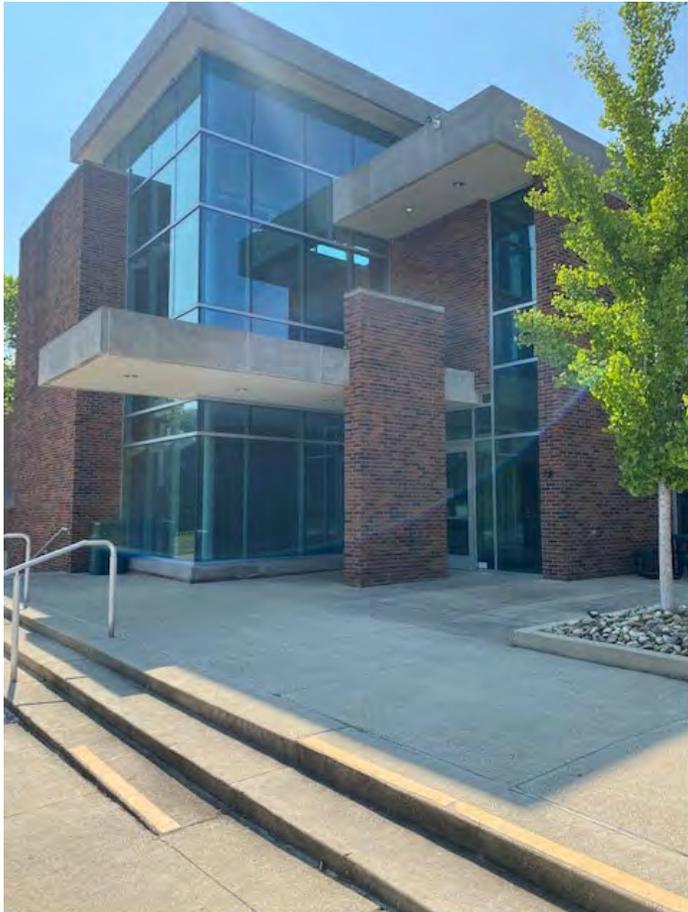
	Design	Construction	Authorized Expenditures	Approved Budget
Previous Board Budget Approvals				
Current Board Request:	\$ 354,000	\$ 2,006,400	\$ 2,360,400	\$ 2,360,400
Sub-Totals	\$ 354,000	\$ 2,006,400	\$ 2,360,400	\$ 2,360,400
<i>Board Actions:</i>				
Fund Sources				
State Capital Appropriations	\$ 354,000	\$ 2,006,400	\$ 2,360,400	
Sub-Totals	\$ 354,000	\$ 2,006,400	\$ 2,360,400	

Fiscal Year	FY23	FY24	FY25
Schedule			
Activity	Design	Construction	



* Based on data from AACE Cost Estimate Classification System

OUL Brasee Hall Nursing Renovations Phase I



OUL Brasee Hall Nursing Renovations Phase I

	Design	Construction	Authorized Expenditures	Approved Budget
Previous Board Budget Approvals				
Current Board Request:	\$ 90,375	\$ 512,125	\$ 602,500	\$ 602,500
Sub-Totals	\$ 90,375	\$ 512,125	\$ 602,500	\$ 602,500
<i>Board Actions:</i>				
Fund Sources				
Departmental Funding	\$ 90,375	\$ 37,125	\$ 127,500	
External Funding		\$ 475,000	\$ 475,000	
Sub-Totals	\$ 90,375	\$ 512,125	\$ 602,500	

Fiscal Year	FY23	FY24
Schedule		
Activity	Design	Construction



* Based on data from AACE Cost Estimate Classification System

Capital Projects Approval

**CAPITAL PROJECTS
APPROVAL TO PROCEED WITH DESIGN AND CONSTRUCTION**

RESOLUTION 2022 -

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

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

WHEREAS, the following projects are presented for Board approval:

Design & Construction Requests:

Capital Project Budget & Authorized Expenditures	
Project	Current
Stocker Center Deferred Maintenance and Programmatic Renovation	\$14,700,00
Boyd, Sargent, Treudley, Tiffin Lobbies Renovation	\$6,500,000
OUL HVAC and Energy Improvement Phase III	\$2,360,400
OUL Brasee Hall Nursing Renovations Phase I	\$602,500

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

**RESOLUTION TO APPROVE EASEMENT
TO THE CITY OF ATHENS
FOR A BIKE PATH ALONG W UNION STREET IN ATHENS, OHIO**

RESOLUTION 2022 -

WHEREAS, the City of Athens wishes to construct a section of bike path on a parcel along West Union Street and requests that the University grant an easement to permit the City's construction and maintenance of the bike path, as well as associated stormwater sewer and temporary construction easements, which easement areas are depicted on the attached map; and

WHEREAS, the City has provided a title opinion showing that Ohio University is the owner of the parcel; and

WHEREAS, the proposed bike path may enhance the value of this undeveloped parcel by providing a form of recreational activity and alternative transportation along the edge of the parcel, and would also benefit the local community by providing a safer route for cyclists and pedestrians; and

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

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

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees hereby approves the granting of a permanent easement to the City of Athens for purposes of constructing and maintaining the bike path on West Union Street, as well as associated stormwater sewer and temporary construction easements, upon terms and conditions approved by the President.

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.



OHIO
UNIVERSITY

Interoffice Communication

Date: May 26, 2022

To: The President and Board of Trustees

From: Joseph Trubacz, Interim Vice President Finance & Administration, CFO and Treasurer
Dominick Brook, Director, Office of Real Estate

Re: Approval of Easement Request for City of Athens for the Construction and Maintenance of a Bike Path along West Union Street

This resolution seeks approval for a roadway easement request from the City of Athens, as well as associated stormwater sewer and temporary construction easements. The easements will allow the City of Athens to extend a section of bike path along West Union Street. The route follows West Union Street along the northern edge of an undeveloped parcel of land, that according to the Athens County Recorder is not currently deeded to any entity. This is because before the realignment of the Hocking River in the 1960's the parcel was part of the original riverbed of the Hocking River.

While the parcel is not currently deeded to any entity, the University does have a claim to the land. In a contract between the Ohio Company and the newly formed U.S. Board of Treasury dated October 27, 1787 for the grant of land that would become Ohio, the parties agreed to reserve “two complete townships to be given perpetually for the purposes of an university.”¹ This agreement was later ratified by the U.S. Congress in 1792, authorizing and empowering the U.S. President to grant and convey such land “with the reservations in the said indenture expressed”.² The land was conveyed by President George Washington on May 10, 1792, “subject, however, to the reservations expressed in an Indenture, executed on the twenty-seventh day of October, in the year one thousand seven hundred and eighty-seven, between the then Board of Treasury for the United States of America of the one part, and Manasseh Cutler and Winthrop Sargent as agents for the Directors of the Ohio Company of Associates of the other part.” Through various Laws passed by the Territorial and then Ohio Legislature³, these townships were designated as Athens and Alexander townships originally in

¹ The contract of the Ohio Company with the Honorable Board of Treasury of the United States of America, made by the Rev. Mr. Manasseh Cutler and Major Winthrop Sargent, as agents for the Directors of said Company, at New York, October 27, 1787

² An Act Authorizing the Grant and Conveyance of Certain Lands to the Ohio Company of Associates. 2 United State Laws 276. Land Laws for Ohio 20. Passed by the US Senate and House of Representatives April 21, 1792

³ Resolution Passed December 18, 1799. 1 Sess. G.A.T. 244. Land Laws for Ohio 219

Washington County⁴. Washington County would then be split to form Athens County⁵. The university to which the land was reserved would be the Ohio University⁶.

As such, while this parcel has never been deeded or conveyed to any entity, as the entire township of Athens was reserved for the Ohio University, this land belongs to the Ohio University, and any easement on the land should be granted by the Ohio University. The University has granted at least one previous easement on the property and the property has long been maintained by the University.

To remove any risk or uncertainty related to the ownership of the parcel, Ohio University requested that the City of Athens provide a title opinion showing Ohio University as the owner of the parcel. The City has provided this title opinion.

The University does not currently use this parcel and while there are no current development plans for this parcel, it may be developed in the future as part of any development on the parcel adjacent to it that is currently deeded to the University. While an easement for the bike path would reduce the total acreage available for any future development, it may increase the value of the remaining land and enhance any development opportunities by providing additional transportation and recreational opportunities, as well as benefitting the local community by providing a safer route for cyclists and pedestrians.

The total length of the proposed easement is approximately 1,250 feet and 50 feet in width for a total of 1.633 acres.

The project has been evaluated and approved by appropriate University officials and will be reviewed by the Ohio Department of Administrative Services, and we recommend its approval by this Board.

⁴ An Act Confirming and Establishing the Town of Athens, in the County of Washington. Passed December 6, 1800. 2 Sess. 1 G. A. T. 45. Land Laws for Ohio, 220.

⁵ An Act To Incorporate the Town of Athens, and for other Purposes, Passed January 28, 1811. 9 Ohio Laws, 53.

⁶ An Act To amend the act entitled "An act to incorporate the town of Athens, and for other purposes." Passed February 15, 1812. 10 Ohio Laws, 96. Land Laws for Ohio, 236.

**RESOLUTION TO APPROVE EASEMENT
TO HORIZON TELECOM INC.
FOR FIBER OPTIC LINES ON THE RIDGES IN ATHENS, OHIO**

RESOLUTION 2022 -

WHEREAS, Horizon Telecom Inc. wishes to install underground fiber optic lines to connect a cell tower site on the Ridges to a fiber optic line on Dairy Lane; and

WHEREAS, the fiber optic line and easement would run beneath and within 5-feet of the edge Water Tower Drive and a gravel access road between Water Tower Drive and the cell tower; and

WHEREAS, the proposed easement is approximately 1,700 feet in length and 20-feet wide, with approximately 1,450 feet along Water Tower Drive, and 450 feet along the gravel access road; and

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

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

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



OHIO
UNIVERSITY

Interoffice Communication

Date: May 26, 2022

To: The President and Board of Trustees

From: Joseph Trubacz, Interim Vice President Finance & Administration, CFO and Treasurer
Dominick Brook, Director, Office of Real Estate

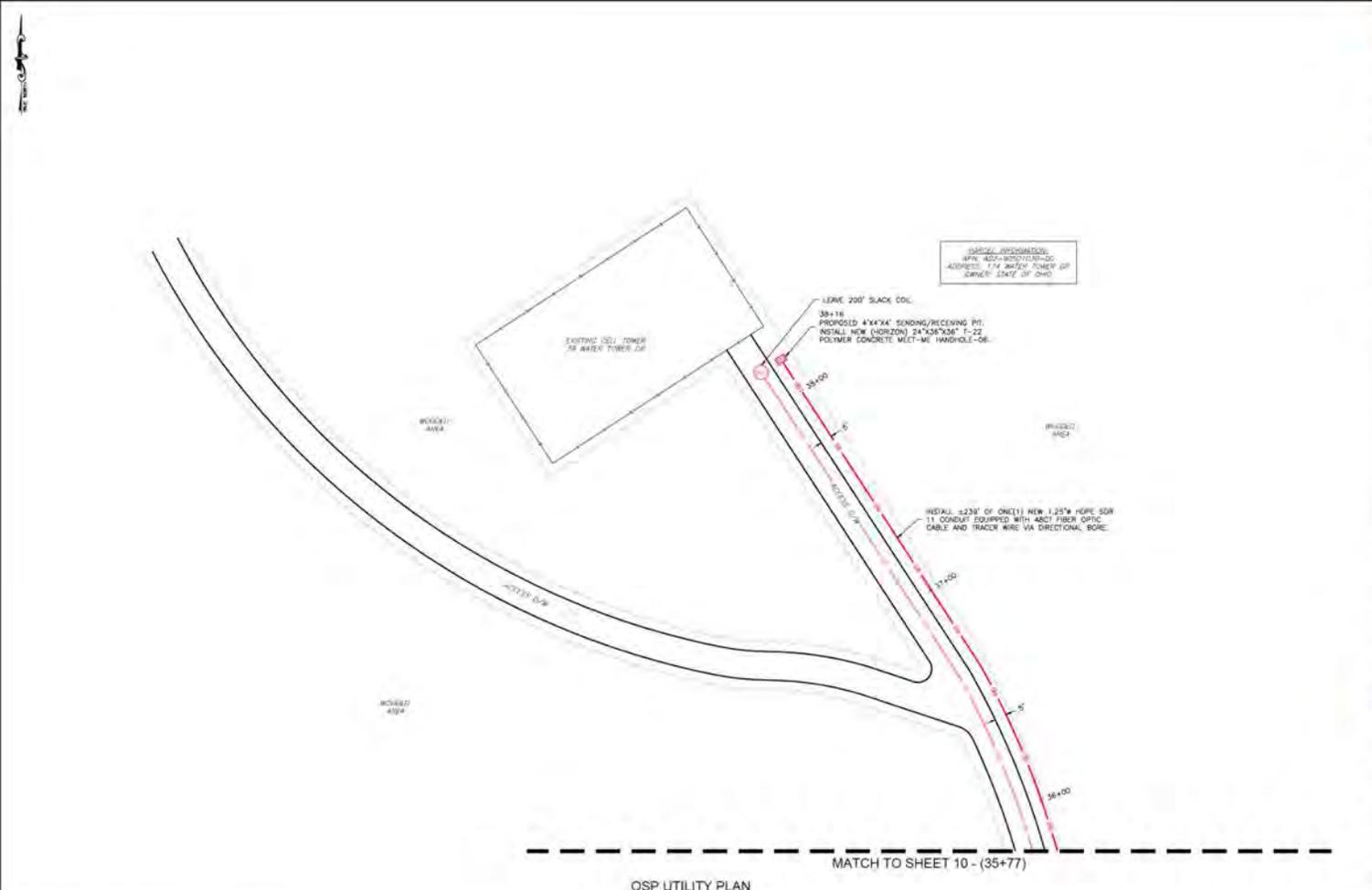
Re: Approval of Easement Request from Horizon Telecom, Inc. for the Construction and Maintenance of an Underground Fiber Optic Line on Land on the Ridges

This resolution seeks approval for an underground fiber optic easement request from Horizon Telecom, Inc (“Horizon”). The easement will allow Horizon to install fiber optic lines to connect a cell tower site on the Ridges to a fiber optic line on Dairy Lane.

The total length of the easement is approximately 1,700 feet (see attached exhibits) and 20 feet wide, a total of approximately 0.78-acres. All lines would be buried and installed through horizontal directional drilling to minimize surface impact. The majority of the easement, approximately 1,250 feet, would run beneath and within 5-feet of the edge of Water Tower Drive. Approximately 450 feet of the easement would run beneath and within 5 feet of the edge of a gravel access road that leads to the cell tower. The access road is part of the Ridges Land Lab. The Land Lab committee has been consulted and has no issues with this easement.

Ohio University, based on appraisals from the Ohio Department of Administrative Services, will negotiate appropriate consideration for this easement.

The project has been evaluated and approved by appropriate University officials and will be reviewed by the Ohio Department of Administrative Services, and we recommend its approval by this Board.



SAMPLE INFORMATION:
 APN: 402-1870710-00
 ADDRESS: 174 WATER TOWER DR
 SOURCE: STATE OF OHIO

LEAVE 200' SLACK COIL
 38+18
 PROPOSED 4'x4'x4' SENDING/RECEIVING PIT
 INSTALL NEW (HORIZON) 24"x36"x36" T-22
 POLYMER CONCRETE MLET-ME HANDHOLE-06

INSTALL ~230' OF ONE(1) NEW 1.25" I.D. HOPE SDR
 11 CONDUIT EQUIPPED WITH ABCI FIBER OPTIC
 CABLE AND TRACK WIRE VIA DIRECTIONAL BORE.

- NOTES:**
- RIGHT-OF-WAY AND PROPERTY LINE INFORMATION WAS PREPARED USING DEEDS, TAX MAPS, PLANS OF RECORD AND SHOULD NOT BE CONSTRUED AS AN ACCURATE BOUNDARY SURVEY
 - THIS PLAN IS SUBJECT TO ALL EASEMENTS AND RESTRICTIONS OF RECORD
 - ALL EXISTING UNDERGROUND UTILITIES ARE CONSIDERED TO BE APPROXIMATE AND MAY BE INCOMPLETE. CONSTRUCTION CONTRACTOR MUST FIELD VERIFY ALL UTILITIES PRIOR TO CONSTRUCTION.

SYMBOL CORRESPONDS TO PHOTO LOCATIONS AND ORIENTATION. SEE SHEET #14 FOR SITE PHOTOGRAPHS



ENGINEERING FIRM

NB+C
 TOTALLY COMMITTED

NB+C ENGINEERING SERVICES, LLC
 777 CENTER PARKWAY WEST
 SUITE 101, SUITE 401
 BLUE HILL, OH 44822
 (419) 462-1122

APPLICANT

HORIZON

HORIZON PROJECT MANAGER:
 SCOTT HEINLEN
 NB/C PROJECT MANAGER:
 KEN RAVEL
 NB/C PROJECT NUMBER:
 100422-100P
 SITE ADDRESS:
 30 WATER TOWER DRIVE
 ATHENS, OH 45701
 ATHENS TOWNSHIP
 ATHENS COUNTY

REVISIONS

DATE	DESCRIPTION	INITIAL
03/17/2022	FOR INITIAL REVIEW	KB

CONTACTS

NB/C CONTACT:
 NAME: KEN RAVEL
 PHONE: 419-473-3100
 EMAIL: kravel@nb+c.com

HORIZON CONTACT:
 NAME: SCOTT HEINLEN
 PHONE: 610-903-8700
 EMAIL: scott.heinlen@horizonconnects.com

OHIO
 Utilities Protection
 SERVICE

CALL BEFORE YOU DIG
 1-800-362-2784
 72 HOURS NOTICE REQUIRED

AS-BUILTS

ORIGINAL: _____
 REVISED: _____

SCALE

B SIZE DWG. 1" = 40'
 D SIZE DWG. 1" = 20'

SHEET: 11 OF 16

PROJECT SHEET OSP

LAST UPDATED: 03/02/2022 (JRM)

**RESOLUTION TO APPROVE SIMULTANEOUS LEASE EXCHANGES
WITH THE CITY OF ATHENS INVOLVING LAND ON STIMSON
AVENUE, DAIRY LANE AND W STATE STREET IN ATHENS, OHIO**

RESOLUTION 2022 -

WHEREAS, the City of Athens and the University wish to enter into a reciprocal lease arrangement that would allow the City to lease certain real property from the University in exchange for a lease of City owned property to the University; and

WHEREAS, the City wishes to construct a fire station on approximately 10.6 acres of land owned by Ohio University to the east of Stimson Avenue (see Exhibit A), and requests that the University provide a 40-year lease with an option for the City to extend by an additional 10-years, and 3 additional 10-year options that can be exercised by mutual consent; and

WHEREAS, the Stimson Lease will only allow the City to develop up to 3-acres of the leased land, and will require the City to maintain the remaining land as green space that will be accessible by students, will provide the University with an option to develop 1-acre of the remaining land for a police station/public services building, and will provide the University with a right of way along the northwestern edge of the leased land; and

WHEREAS, the City of Athens also wishes to establish soccer fields on approximately 8-acres of land owned by Ohio University on W. State Street in Athens, Ohio (see Exhibit B), and requests that the University provide a 20-year lease with an option for the City to extend by an additional 5-year term; and

WHEREAS, the State Street lease will require the City to pay for and install netting between the driving range and the soccer fields, and also be responsible for the maintenance of the soccer fields, will allow the City to make improvement to the quality of the land in the leased area, including leveling, grading and re-seeding, and also allow the City, upon approval from the University, to make structural improvements on the land, such as public toilets; and

WHEREAS in exchange for the Stimson and State Street leases, the City will lease approximately 17.8-acres of land along Dairy Lane (see exhibit C) to the University for an initial term of 40-years with a 10-year option for the University to extend the lease, and 3 additional 10-year options that can be exercised by mutual consent; and

WHEREAS the Lease will require that approximately 2.2-acres encompassing the playground and parking lot at the intersection of Dairy Lane and Richland Avenue cannot be developed or otherwise disturbed without the prior approval of City Council and will obligate the City to continue to maintain and operate the playground and parking lot area unless City Council approves a development plan proposed by the University with the City continuing to maintain and operate the

remaining area under the lease until the University informs the City that it plans to develop parts of this remaining area; and

WHEREAS, the Stimson Lease is permitted under Ohio Revised Code section 123.17 which allows public universities to lease land for the purpose of development for a maximum term of forty years and may be renewed for a like or lesser term.; and

WHEREAS, Ohio Revised Code section 123.17 requires that the Department of Administrative Services review the development plans and may enter into a lease if it finds that:

- A. The best interests of the university will be promoted by entering into a lease with the developer.
- B. The development plans are satisfactory.
- C. The developer has established the developer's financial responsibility and satisfactory plans for financing the development.
- D. The university board of trustees approves the lease.

WHEREAS, the State Street Lease is permitted under Ohio Revised Code section 123.01(A)(5) which allows the director of the Department of Administrative Services to grant leases of university land for periods not to exceed twenty-five years for purposes approved by the respective university's board of trustees wherein the uses are compatible with the uses and needs of the university; and

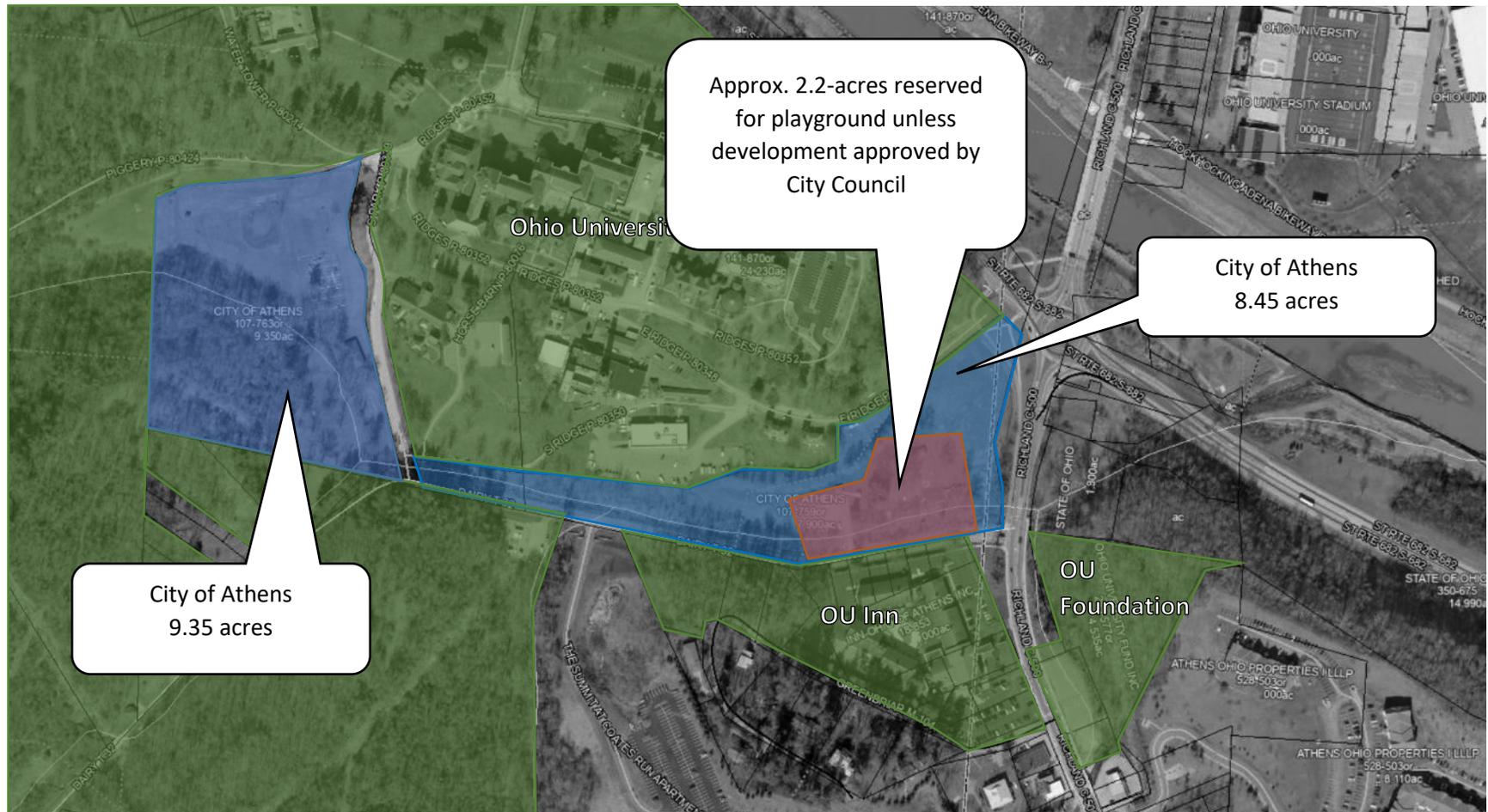
NOW THEREFORE, BE IT RESOLVED that the Board of Trustees hereby approves the lease exchanges involving University land on Stimson Avenue and W. State Street, and City land on Dairy Lane.

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.

Exhibit B – W State St. Driving Range



Exhibit C - Dairy Lane





OHIO
UNIVERSITY

Interoffice Communication

Date: May 26, 2022

To: The President and Board of Trustees

From: Joseph Trubacz, Interim Vice President Finance & Administration, CFO and Treasurer
Dominick Brook, Director, Office of Real Estate

Re: Approval of Long-Term Lease of Stimson Avenue Land to City of Athens

This resolution seeks approval for a long-term lease to the City of Athens of approximately 10.6-acres of land to the East of Stimson Avenue and to the north of the Hocking River (please see Exhibit A). The lease will allow the City of Athens to construct a new fire station on approximately 3-acres of the land, with the remaining acreage being maintain as green space by the City of Athens. The location of the new fire station not only is optimal for the City of Athens in general but will also provide improved response times for Ohio University's Athens Campus.

This site had previously been planned to be the location of the Southeast Ohio Regional Operations Center (SEROC), which would house a scalable public-safety complex. The anchor was a new Athens Fire Department Headquarters with the potential for other agencies, including Ohio University Police Department, City of Athens Police Department, Athens County Sheriff Department, Athens County 911, and Athens County Emergency Management to co-locate, allowing for joint use of common areas. While the other agencies ultimately have decided not to locate in this area, the City of Athens still wishes to locate its new fire station at this site.

The lease will have an initial term of 40-years with an option for the City to extend by an additional 10-years and 3 additional 10-year extension options by mutual consent. The University will reserve the right to develop up to 1-acre of the remaining green space for the purpose of building a connected police station/public safety building as an extension of the fire station. The University will also retain a right of way along the northwestern edge of the leased land.

In exchange for this lease, the City will lease approximately 17.8 acres of land starting at the intersection of Dairy Lane and Richland Avenue and extending up South Park Drive (see exhibit B) to the University. Approximately 2.2-acres encompassing the playground and parking lot at the intersection of Dairy Lane and Richland Avenue cannot be developed or otherwise disturbed without

the prior approval of City Council. City will continue to maintain and operate this area unless City Council approves a development plan proposed by the University. The City will also continue to maintain and operate the remaining area under the lease until the University informs the City that it plans to develop parts of this remaining area. The lease will have the same term as the Stimson Avenue lease: an initial term of 40-years with an option for the University to extend by an additional 10-years and 3 additional 10-year extension options by mutual consent

In addition to these simultaneous leases, the University will lease approximately 8-acres of land to the City of Athens at the Driving Range on West State Street (see exhibit C). The lease will allow the City of Athens to provide soccer fields to community members, which also include many University employees, alumni and students. The lease will require the City to pay for and install netting between the driving range and the new soccer fields, and also be responsible for the maintenance of the soccer fields. The City may also make improvements to the quality of the land, including leveling, grading, and re-seeding. The City, upon approval from the University, may also make structural improvements, such as public toilets. The lease will have an initial term of 20-years with an option for the City to extend by an additional 5-year term.

The projects have been evaluated and approved by appropriate University officials and will be reviewed by the Ohio Department of Administrative Services, and we recommend its approval by this Board.

Exhibit C – W State St. Driving Range





OHIO
UNIVERSITY

Interoffice Communication

Date: May 26, 2022

To: The President and Board of Trustees

From: Terry Hogan, Interim Vice President for Student Affairs
Joe Trubacz, Interim Vice President for Finance and Administration
Shawna Wolfe, Associate Vice President, University Planning
Jneanne Hacker, Executive Director, Housing and Residence Life

Re: Housing Master Plan 2022 -- Update

At the April Board of Trustees meeting, we provided an overview of the housing master planning approach including introduction of our consulting team, review of the facilities portfolio, and our integrated analysis approach. At this meeting, we will provide an update. Materials will be shared closer to the meeting date.

The update will include the following:

- Housing Master Plan working goals and metrics: Informed by research and analysis to date.
- Physical campus analysis: Articulating age, condition, deferred maintenance, as well as availability of space inside and outside of rooms, including gathering and study areas.
- Student/parent survey results: Understanding student satisfaction with our current portfolio and parent preferences.
- Housing Master Plan strategies: Aligning our existing portfolio and investment recommendations to meet our goals and future vision and needs.
- Capital investment approach: Sharing levels of investment and funding approaches that meet the strategy and goals.

We will seek Board feedback that will inform final recommendations in a future Board meeting.



OHIO
UNIVERSITY

Interoffice Communication

Date: May 26, 2022

To: The President and Board of Trustees

From: Joseph Trubacz, Interim Vice President Finance & Administration, CFO & Treasurer
Tina Payne, Executive Director, Treasury Operations

Re: **Treasury & Debt Update**

Treasury and Debt Advisory Committee:

The Treasury and Debt Advisory Committee (“TDAC”) will meet on June 7. The meeting materials will be shared with the Trustees following that meeting.

Rating Agency Update:

The March 23, 2022 Moody’s Investors Services and April 5, 2022 S&P rating reports previously distributed to the Trustees are also included in the June 7, 2022 TDAC materials.

A listing of Ohio public university current ratings and outcomes of latest reviews is attached.



Interoffice Communication

Date: May 26, 2022

To: The President and Board of Trustees

From: Joseph Trubacz, Interim Vice President Finance & Administration, CFO and Treasurer
Julie Allison, Associate Vice President of Finance and Controller

Re: **Financial Update**

Please find attached for your review the following information regarding our financial results:

Forecasted FY22 information:

- Exhibit A - FY22 Financial Forecast - Narrative Analysis
- Exhibit B1 - FY22 Income Statement Forecast
- Exhibit B - FY22 Income Statement - Narrative Analysis
- Exhibit C1 - FY22 Balance Sheet Forecast
- Exhibit C - FY22 Balance Sheet - Narrative Analysis
- Exhibit D - Investment Income - Summary
- Exhibit D1 - Investment Return Forecast
- Exhibit E – FY22 Strategic Opportunity Reserve Forecast
- Exhibit F – FY22 Senate Bill 6 Forecast
- Financial Update Glossary

Exhibit A – FY22 Financial Forecast

The following summaries present the Forecasted results for FY22 as compared to the Board-approved budget for FY22. Variances are presented as Favorable or (Unfavorable) to Budget, based upon their impact to our bottom line.

Table 1 - Significant Items – As Compared to Budget (in millions)

Budget Impact	Item	Budget	Forecast	Variance Fav (Unfav)	Section (Additional Details)
	State Appropriations	\$187.3	\$187.3	\$0.0	State appropriations in-line with budget, based on Final FY22 subsidy distributions and forecasted line item appropriations.
	Net UG Tuition & Fees	\$173.4	\$169.8	\$(3.6)	The primary drivers of the projected variance in net undergraduate Tuition & Fees are FTE declines on Regional Campuses, as well as Athens Campus scholarship costs and decreased summer enrollments, which more than offset the positive impacts of the Fall 2021 incoming cohort.
	Net Graduate Tuition & Fees	\$96.4	\$97.1	\$0.7	The primary driver of the projected variance in net graduate tuition is related to higher-than-budgeted graduate FTEs, primarily in the College of Business and the College of Health Sciences & Professions. Exhibit B1– FY22 Income Statement Forecast: Operating Units Revenue
	Room & Board	\$77.6	\$79.8	\$2.2	The favorable variance in Room & Board is an increase in actual enrollments.
	Grants & Contracts	\$39.7	\$71.0	\$31.3	Primarily due to \$25.6M Federal CARES funding that will be recognized in FY22 to comply with HEERF III revenue recognition. Exhibit B1– FY22 Income Statement Forecast: Operating Units Revenue
	Investment Income – GAAP Adjusted:	\$69.1	\$(58.9)	\$(128.0)	The forecast includes estimated returns for the FYTD through April, plus the expected return for the remainder of the fiscal year. The FYTD returns through April have lagged expected returns. Exhibit D1 – Investment Income
	- Working Cap Pool	\$13.2	\$(14.4)	\$(27.6)	
	- Endowment Pool	\$42.0	\$(36.6)	\$(78.6)	
	- Century Bond Pool	\$13.4	\$(7.4)	\$(20.8)	
	Total Salaries	\$332.9	\$328.5	\$4.4	Favorable variance in Salaries due to vacancy savings is partially offset by \$5.4M of FY22 expenses associated with VSRP and \$6.8M of one-time expenses from the FY22 bonus payouts. In Benefits, the vacancy savings are more than offset by an unfavorable variance in healthcare costs and \$0.4M of variable benefits associated with the FY22 bonus payouts. Exhibit B1– FY22 Income Statement Forecast: Operating Units Expenditures
	Total Benefits	\$115.2	\$116.4	\$(1.2)	
	Strategic Opportunity Reserve				Exhibit E – SOR
	- Contributions	\$11.8	\$11.8	\$0.0	
	- Use of Funds	\$10.9	\$9.1	\$1.8	
	Net Results of Operations	\$(29.6)	\$17.1	\$46.7	Reflective of all the above. Exhibit B1– FY22 Income Statement Forecast: Operating Units Net Results
	- GAAP Adjusted Net Results	\$56.7	\$(30.8)	\$(87.5)	Primarily driven by unfavorable variance in Investment Returns partially offset by favorable variances in Grants. Exhibit B1– FY22 Income Statement Forecast: GAAP Adjusted Totals

Table 2 - Summary of Operating Results (Detailed analysis in Exhibit B)

#	Line Item	Operating Unit Subtotals (in millions)			GAAP Adjusted Totals (in millions)		
		FY22			FY22		
		Budget	Forecast	Variance Fav (Unfav)	Budget	Forecast	Variance Fav (Unfav)
1	State Appropriations	187.3	187.3	-	220.4	209.9	(10.5)
4	Net Undergraduate Tuition & Fees	173.4	169.8	(3.6)	173.4	169.8	(3.6)
7	Net Graduate Tuition & Fees	96.4	97.1	0.7	96.4	97.1	0.7
8	Room and Board	77.6	79.8	2.2	77.6	79.8	2.2
9	Grants & Contracts	39.7	71.0	31.3	41.7	71.6	29.9
10	Facilities & Admin Cost Recovery	7.1	9.3	2.2	7.1	9.3	2.2
11-12	Gifts & Endowment Distributions	49.0	44.0	(5.0)	41.6	41.6	-
13	Investment Income	6.4	2.8	(3.6)	69.1	(58.9)	(128.0)
14	Internal & External Sales	56.0	55.2	(0.8)	61.3	61.3	-
17	Total Revenue & Revenue Allocations	692.9	716.3	23.4	788.6	681.5	(107.1)
18	Funding Transfers	-	-	-	-	-	-
19	Total Salaries, Wages & Other Payroll	332.9	328.5	4.4	332.9	328.5	4.4
20	Total Benefits	115.2	116.4	(1.2)	115.2	116.4	(1.2)
21	Supplies, Services & Capital Costs	191.4	171.7	19.7	193.8	179.5	14.3
22-24	Debt Service	63.2	65.8	(2.6)	25.9	25.9	-
25	Depreciation	-	-	-	64.1	62.0	2.1
26	Total Direct Expenses	702.7	682.4	20.3	731.9	712.3	19.6
30	Results of Operations	(9.8)	33.9	43.7	56.7	(30.8)	(87.5)
31	Transfer To (From) Plant Fund	18.7	15.1	3.6	-	-	-
32	Transfer To (From) Quasi Endowments	1.1	1.7	(0.6)	-	-	-
33	Repair & Replacement Transfers	-	-	-	-	-	-
34	Internal Bank Transfers	-	-	-	-	-	-
35	Other Transfers	-	-	-	-	-	-
	Net Results	(29.6)	17.1	46.7	56.7	(30.8)	(87.5)

Table 3 - Net Results by Operating Unit (Detailed analysis in Exhibit B)

	Net Results			Comments
	FY22			
	Budget	Forecast	Variance Fav (Unfav)	
Athens Colleges & Schools	(1.4)	(2.0)	(0.6)	<ul style="list-style-type: none"> • Athens Colleges & Schools - Unfavorable variance in Net Undergraduate Tuition offset by favorable Grants Income and Benefits expense • Regional Campuses - Favorable variances in Grants Income and Compensation expense offset by unfavorable variances in Undergraduate Net Tuition & Fees. • Auxiliaries - Favorable variances in Board revenue and Compensation expense partially offset by an unfavorable variance in Gift revenues. • Central & Admin Operations - Favorable variances due to HEERF III funding not budgeted, partially offset by an unfavorable variance in Gift revenues. • Reserves - Favorable variance in transfers • Central Adjustments - Favorable adjustments Supplies & Services to bring forecast in line with actual activity.
Regional Campuses	-	1.1	1.1	
Auxiliaries	(5.2)	(2.7)	2.5	
Central & Admin Operations	(10.3)	24.3	34.6	
Reserves	(12.7)	(11.7)	1.0	
Central Adjustments	-	8.1	8.1	
Net Results	(29.6)	17.1	46.7	

Exhibit B1 - FY22 Income Statement Forecast

(in millions)		Endowment			Capital			Century Bond			Internal Bank			Nonoperating Unit Subtotal			Variance FY22 Forecast over FY22 Budget	Variance FY22 Forecast over FY21 Actual
		FY21 Actual	FY22 Budget	FY22 Forecast	FY21 Actual	FY22 Budget	FY22 Forecast	FY21 Actual	FY22 Budget	FY22 Forecast	FY21 Actual	FY22 Budget	FY22 Forecast	FY21 Actual	FY22 Budget	FY22 Forecast		
REVENUES																		
1	State Appropriations	-	-	-	15.3	33.1	22.6	-	-	-	-	-	-	15.3	33.1	22.6	(10.5)	7.3
2	Gross Undergraduate Tuition & Fees	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
3	Undergraduate Financial Aid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
4	Net Undergraduate Tuition & Fees	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
5	Gross Graduate Tuition & Fees	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
6	Graduate Financial Aid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
7	Net Graduate Tuition & Fees	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
8	Room & Board	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
9	Grants & Contracts	-	-	-	1.4	2.0	0.6	-	-	-	-	-	-	1.4	2.0	0.6	(1.4)	(0.8)
10	Facilities & Admin Cost Recovery	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
11	Endowment Distributions	(31.4)	(31.7)	(31.7)	-	-	-	-	-	-	-	-	-	(31.4)	(31.7)	(31.7)	-	(0.3)
12	Gift Contributions	16.7	21.6	20.7	1.8	2.1	2.1	-	-	-	-	-	-	18.5	23.7	22.8	(0.9)	4.3
13	Investment Income	174.0	42.0	(36.6)	-	-	-	57.2	13.4	(7.4)	37.4	6.8	(17.2)	268.6	62.2	(61.2)	(123.4)	(329.8)
14	Internal & External Sales	-	-	-	-	-	-	-	-	-	0.2	0.2	0.2	0.2	0.2	0.2	-	-
15	Total Revenues	\$ 159.3	\$ 31.9	\$ (47.6)	\$ 18.5	\$ 37.2	\$ 25.3	\$ 57.2	\$ 13.4	\$ (7.4)	\$ 37.6	\$ 7.0	\$ (17.0)	\$ 272.6	\$ 89.5	\$ (46.7)	\$ (136.2)	\$ (319.3)
16	Administrative Cost Distribution	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
17	Total Revenues & Revenue Allocations	\$ 159.3	\$ 31.9	\$ (47.6)	\$ 18.5	\$ 37.2	\$ 25.3	\$ 57.2	\$ 13.4	\$ (7.4)	\$ 37.6	\$ 7.0	\$ (17.0)	\$ 272.6	\$ 89.5	\$ (46.7)	\$ (136.2)	\$ (319.3)
18	Funding Transfers	\$ 1.4	\$ -	\$ -	\$ (0.1)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1.3	\$ -	\$ -	\$ -	\$ (1.3)
EXPENSES																		
19	Total Salaries, Wages, & Other Payroll	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
20	Total Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
21	Supplies, Services, & Capital Costs	-	-	-	78.7	72.0	67.0	-	-	-	0.3	0.3	0.3	79.0	72.3	67.3	(5.0)	(11.7)
22	External Debt Service - Principal	-	-	-	-	-	-	-	-	-	12.6	13.0	13.0	12.6	13.0	13.0	-	0.4
23	External Debt Service - Interest	-	-	-	-	-	-	14.0	14.0	14.0	12.2	12.6	12.6	26.2	26.6	26.6	-	0.4
24	Internal Principal & Interest	-	-	-	-	-	-	(14.7)	(16.0)	(16.0)	(47.9)	(47.2)	(49.8)	(62.6)	(63.2)	(65.8)	(2.6)	(3.2)
25	Depreciation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
26	Total Direct Expenses	\$ -	\$ -	\$ -	\$ 78.7	\$ 72.0	\$ 67.0	\$ (0.7)	\$ (2.0)	\$ (2.0)	\$ (22.8)	\$ (21.3)	\$ (23.9)	\$ 55.2	\$ 48.7	\$ 41.1	\$ (7.6)	\$ (14.1)
27	Capital Cost Allocation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
28	Contribution Margin	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
29	Total Expenses & Expense Allocations	\$ -	\$ -	\$ -	\$ 78.7	\$ 72.0	\$ 67.0	\$ (0.7)	\$ (2.0)	\$ (2.0)	\$ (22.8)	\$ (21.3)	\$ (23.9)	\$ 55.2	\$ 48.7	\$ 41.1	\$ (7.6)	\$ (14.1)
30	Results of Operations	\$ 157.9	\$ 31.9	\$ (47.6)	\$ (60.1)	\$ (34.8)	\$ (41.7)	\$ 57.9	\$ 15.4	\$ (5.4)	\$ 60.4	\$ 28.3	\$ 6.9	\$ 216.1	\$ 40.8	\$ (87.8)	\$ (128.6)	\$ (303.9)
INVESTMENT TRANSFERS																		
	Transfer To (From) Operating Reserve	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
31	Transfer To (From) Plant Fund	-	-	-	(31.6)	(47.2)	(20.3)	9.2	10.0	(13.1)	27.9	18.5	18.3	5.5	(18.7)	(15.1)	3.6	(20.6)
32	Transfer To (From) Quasi Endowments	(9.6)	(1.1)	(1.7)	-	-	-	-	-	-	-	-	-	(9.6)	(1.1)	(1.7)	(0.6)	7.9
33	Repair & Replacement Transfers	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
34	Internal Bank Transfers	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
35	Other Transfers	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
36	Total Investment Transfers	\$ (9.6)	\$ (1.1)	\$ (1.7)	\$ (31.6)	\$ (47.2)	\$ (20.3)	\$ 9.2	\$ 10.0	\$ (13.1)	\$ 27.9	\$ 18.5	\$ 18.3	\$ (4.1)	\$ (19.8)	\$ (16.8)	\$ 3.0	\$ (12.7)
	Net Results	\$ 167.5	\$ 33.0	\$ (45.9)	\$ (28.5)	\$ 12.4	\$ (21.4)	\$ 48.7	\$ 5.4	\$ 7.7	\$ 32.5	\$ 9.8	\$ (11.4)	\$ 220.2	\$ 60.6	\$ (71.0)	\$ (131.6)	\$ (291.2)
37	Total Transfer To (From) Reserve	-	-	-	-	-	-	-	-	-	(41.0)	29.6	(17.1)	(41.0)	29.6	(17.1)	(46.7)	23.9
38	Adjusted Net Results	\$ 167.5	\$ 33.0	\$ (45.9)	\$ (28.5)	\$ 12.4	\$ (21.4)	\$ 48.7	\$ 5.4	\$ 7.7	\$ 73.5	\$ (19.8)	\$ 5.7	\$ 261.2	\$ 31.0	\$ (53.9)	\$ (84.9)	\$ (315.1)

Exhibit B1 - FY22 Income Statement Forecast

(in millions)		Component Units			Financial Statement Adjustments			GAAP Adjusted Totals			Variance FY22 Forecast over FY22 Budget	Variance FY22 Forecast over FY21 Actual
		FY21 Actual	FY22 Budget	FY22 Forecast	FY21 Actual	FY22 Budget	FY22 Forecast	FY21 Actual	FY22 Budget	FY22 Forecast		
REVENUES												
1	State Appropriations	-	-	-	-	-	-	202.2	220.4	209.9	(10.5)	7.7
2	Gross Undergraduate Tuition & Fees	-	-	-	-	-	-	254.9	249.6	245.6	(4.0)	(9.3)
3	Undergraduate Financial Aid	-	-	-	-	-	-	(71.1)	(76.2)	(75.8)	0.4	(4.7)
4	Net Undergraduate Tuition & Fees	-	-	-	-	-	-	183.8	173.4	169.8	(3.6)	(14.0)
5	Gross Graduate Tuition & Fees	-	-	-	-	-	-	127.0	125.2	126.6	1.4	(0.4)
6	Graduate Financial Aid	-	-	-	-	-	-	(29.2)	(28.8)	(29.5)	(0.7)	(0.3)
7	Net Graduate Tuition & Fees	-	-	-	-	-	-	97.8	96.4	97.1	0.7	(0.7)
8	Room & Board	-	-	-	-	-	-	25.9	77.6	79.8	2.2	53.9
9	Grants & Contracts	-	-	-	-	-	-	92.9	41.7	71.6	29.9	(21.3)
10	Facilities & Admin Cost Recovery	-	-	-	-	-	-	8.8	7.1	9.3	2.2	0.5
11	Endowment Distributions	-	-	-	-	-	-	-	-	-	-	-
12	Gift Contributions	0.5	0.6	0.7	17.1	-	5.8	45.2	41.6	41.6	-	(3.6)
13	Investment Income	3.4	0.5	(0.5)	2.1	-	-	286.8	69.1	(58.9)	(128.0)	(345.7)
14	Internal & External Sales	4.4	7.1	6.3	0.8	(2.0)	(0.4)	97.3	61.3	61.3	-	(36.0)
15	Total Revenues	\$ 8.3	\$ 8.2	\$ 6.5	\$ 20.0	\$ (2.0)	\$ 5.4	\$ 1,040.7	\$ 788.6	\$ 681.5	\$ (107.1)	\$ (359.2)
16	Administrative Cost Distribution	-	-	-	-	-	-	-	-	-	-	-
17	Total Revenues & Revenue Allocations	\$ 8.3	\$ 8.2	\$ 6.5	\$ 20.0	\$ (2.0)	\$ 5.4	\$ 1,040.7	\$ 788.6	\$ 681.5	\$ (107.1)	\$ (359.2)
18	Funding Transfers	\$ (0.1)	\$ -	\$ -	\$ (0.8)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENSES												
19	Total Salaries, Wages, & Other Payroll	1.8	-	-	(3.4)	-	-	317.5	332.9	328.5	(4.4)	11.0
20	Total Benefits	-	-	-	(102.2)	-	-	11.5	115.2	116.4	1.2	104.9
21	Supplies, Services, & Capital Costs	2.7	5.2	5.2	(69.4)	(75.1)	(64.7)	211.7	193.8	179.5	(14.3)	(32.2)
22	External Debt Service - Principal	-	-	-	(12.3)	(13.0)	(13.0)	0.3	-	-	-	(0.3)
23	External Debt Service - Interest	-	-	-	-	(0.7)	(0.7)	26.2	25.9	25.9	-	(0.3)
24	Internal Principal & Interest	-	-	-	(0.1)	-	-	-	-	-	-	-
25	Depreciation	1.1	1.2	1.2	60.3	62.9	60.8	61.4	64.1	62.0	(2.1)	0.6
26	Total Direct Expenses	\$ 5.6	\$ 6.4	\$ 6.4	\$ (127.1)	\$ (25.9)	\$ (17.6)	\$ 628.6	\$ 731.9	\$ 712.3	\$ (19.6)	\$ 83.7
27	Capital Cost Allocation	-	-	-	-	-	-	-	-	-	-	-
28	Contribution Margin	-	-	-	-	-	-	-	-	-	-	-
29	Total Expenses & Expense Allocations	\$ 5.6	\$ 6.4	\$ 6.4	\$ (127.1)	\$ (25.9)	\$ (17.6)	\$ 628.6	\$ 731.9	\$ 712.3	\$ (19.6)	\$ 83.7
30	Results of Operations	\$ 2.8	\$ 1.8	\$ 0.1	\$ 147.9	\$ 23.9	\$ 23.0	\$ 412.1	\$ 56.7	\$ (30.8)	\$ (87.5)	\$ (442.9)
INVESTMENT TRANSFERS												
	Transfer To (From) Operating Reserve	-	-	-	-	-	-	-	-	-	-	-
31	Transfer To (From) Plant Fund	-	-	-	-	-	-	-	-	-	-	-
32	Transfer To (From) Quasi Endowments	-	-	-	-	-	-	-	-	-	-	-
33	Repair & Replacement Transfers	-	-	-	-	-	-	-	-	-	-	-
34	Internal Bank Transfers	-	-	-	(0.2)	-	-	-	-	-	-	-
35	Other Transfers	-	-	-	-	-	-	-	-	-	-	-
36	Total Investment Transfers	\$ -	\$ -	\$ -	\$ (0.2)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Net Results	\$ 2.8	\$ 1.8	\$ 0.1	\$ 148.1	\$ 23.9	\$ 23.0	\$ 412.1	\$ 56.7	\$ (30.8)	\$ (87.5)	\$ (442.9)
37	Total Transfer To (From) Reserve	-	-	-	-	-	-	-	-	-	-	-
38	Adjusted Net Results	\$ 2.8	\$ 1.8	\$ 0.1	\$ 148.1	\$ 23.9	\$ 23.0	\$ 412.1	\$ 56.7	\$ (30.8)	\$ (87.5)	\$ (442.9)

Narrative Analysis

- Following are the consolidated financial forecasts for the University. The supporting narrative explains variances from the budget approved by the Board in August 2021. Additional descriptions for report columns and revenue and expense line items can be found in the attached [Glossary](#).

Exhibit B – FY22 Income Statement (See prior [Exhibit B1](#) for full FY22 Income Statement)

Operating Units (Athens Colleges & Schools, Regional Campuses, Auxiliaries, Central & Administrative Operations, Reserves, & Central Adjustments)

REVENUES

Table 4 - State Appropriations

#	Line Item	Operating Activity Subtotal (in millions)			
		FY21 Actual	FY22		
			Budget	Forecast	Variance Fav (Unfav)
1	State Appropriations	186.9	187.3	187.3	-

State Appropriations

- As a result of the SSI restoration that occurred during FY21, OHIO budgeted to receive its full FY22 SSI distribution, assuming no adjustments to SSI outside of the state's distribution schedule. At this point in FY22, OHIO is assuming to receive the full SSI distribution and Line Item Appropriations, as budgeted, for FY22.

Table 5 - Net Undergraduate Tuition & Educational Fees

#	Line Item	Operating Activity Subtotal (in millions)			
		FY21 Actual	FY22		
			Budget	Forecast	Variance Fav (Unfav)
	FY21-22 UG Revenue Equivalent FTEs (all students)	21,875	20,685	20,297	(388)
2	Gross UG Tuition & Fees	254.9	249.6	245.6	(4.0)
3	UG Financial Aid	(71.1)	(76.2)	(75.8)	0.4
4	Net UG Tuition & Fees	183.8	173.4	169.8	(3.6)

Net Undergraduate Tuition & Educational Fees

- As of May 2022, Ohio University is forecasting a year-over-year UG net tuition change of -\$14.0M.
- Ohio University's FY22 UG gross tuition is currently forecasted to be \$4.0M below budget, while UG financial aid is projected to be \$0.4M under budget. See Table 6 for campus-specific details regarding undergraduate net tuition variances.

Table 6- Net Undergraduate Tuition & Educational Fees – Campus Detail

Line Item	Operating Activity Subtotal (in millions)			
	FY21 Actual	FY22		
		Budget	Forecast	Variance Fav (Unfav)
Gross UG Tuition & Fees - Athens	204.8	204.9	203.5	(1.4)
UG Financial Aid - Athens	(65.3)	(70.5)	(70.6)	(0.1)
Net UG Tuition & Fees - Athens	139.5	134.4	132.9	(1.5)
Gross UG Tuition & Fees - Regionals	28.6	25.6	24.3	(1.3)
UG Financial Aid - Regionals	(5.8)	(5.6)	(5.1)	0.5
Net UG Tuition & Fees - Regionals	22.8	20.0	19.2	(0.8)
Net UG Tuition & Fees - eLearning	21.6	19.1	17.8	(1.3)

Net Undergraduate Tuition & Educational Fees – Campus Detail

- Athens Campus gross tuition is forecasted to be \$1.4M under budget. The positive impacts from the stronger-than-budgeted incoming cohort were more than offset by negative impacts from decreased summer enrollments and travel-related programs. Additionally, Athens UG financial aid is forecasted \$0.1M over budget.
- Regional Campus Fall FTE, budgeted at a 10% decrease, experienced closer to a 16% decline from prior year, resulting in a \$0.8M negative variance-to-budget on net UG tuition & fees.
- UG OHIO Online program revenue is currently \$1.3M below budget, primarily driven by enrollment declines in Health Sciences RN-to-BSN program.

Table 7 - Net Graduate Tuition & Educational Fees

#	Line Item	Operating Activity Subtotal (in millions)			
		FY21 Actual	FY22		
			Budget	Forecast	Variance Fav (Unfav)
	FY21-22 Grad Revenue Equivalent FTEs (all students)	5,273	4,927	5,316	389
5	Gross Graduate Tuition & Fees	127.0	125.2	126.6	1.4
6	Graduate Financial Aid	(29.2)	(28.8)	(29.5)	(0.7)
7	Net Graduate Tuition & Fees	97.8	96.4	97.1	0.7

Net Graduate Tuition & Educational Fees

- As of May 2022, OU is forecasting a year-over-year Graduate net tuition change of -\$0.7M.
- Ohio’s FY22 Net Graduate Tuition & Fees is forecasted to be \$0.7M stronger than budget, driven primarily by stronger-than-expected enrollments in Business and Health Sciences graduate programs.

Table 8 - Room & Board

#	Line Item	Operating Activity Subtotal (in millions)			
		FY21 Actual	FY22		
			Budget	Forecast	Variance Fav (Unfav)
	Spring Students in Residence Halls	2,290	6,119	5,780	(339)
	Room	15.5	47.9	47.7	(0.2)
	Board	10.4	29.7	32.1	2.4
8	Total Room & Board	25.9	77.6	79.8	2.2

Room & Board

- Room revenues are forecast to be near budget.
- Total Board (Culinary Services) revenues are forecast to be favorable to budget by \$2.4M (8%) driven by an increase in actual enrollments vs projected enrollment assumptions. The FY22 forecast is up \$21.7 from prior year actuals, due to recovering enrollments from the COVID 19 pandemic.

The following table represents graphically the narratives above.

Table 9 – Tuition and Room & Board Summary

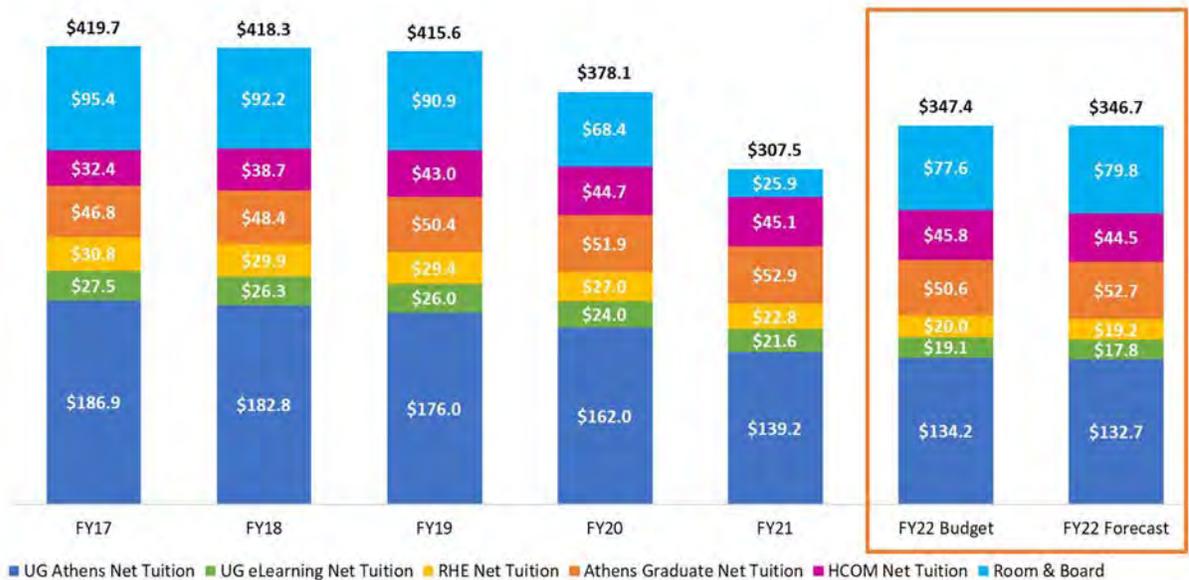


Table 10 - Other Revenue Categories

#	Line Item	Operating Activity Subtotal (in millions)			
		FY21 Actual	FY22		
			Budget	Forecast	Variance Fav (Unfav)
9	Grants & Contracts	91.5	39.7	71.0	31.3
10	Facilities & Admin Cost Recovery	8.8	7.1	9.3	2.2
11	Endowment Distributions	31.4	31.7	31.7	-
12	Gifts & Contributions	9.1	17.3	12.3	(5.0)
13	Investment Income	12.7	6.4	2.8	(3.6)
14	Internal & External Sales	91.9	56.0	55.2	(0.8)

Grants and Contracts

- The FY22 forecast is \$31.3 favorable to budget due to \$25.6M Federal CARES funding recognized in FY22 to comply with HEERF III revenue recognition. \$4.0M federal and state funding from various federal and state agencies was not budgeted by Regional Campuses and Vice President for Research and \$1.7M federal funding was not budgeted by Athens Colleges and Schools.

Facilities and Administrative (F&A) Cost Recovery

- The FY22 forecasted variance of \$2.2M is due to federal and state funding that was not budgeted per the Grants and Contracts forecast and includes the 18% to Vice President for Research.

Endowment Distributions

- FY22 endowment distributions are forecast to equal the budgeted amount of \$31.7M.
- Endowment Distributions represent the income brought into operations derived from the endowment spending policy. The current spending policy is 5.8%, inclusive of the 1.8% administrative fee. Endowment distributions are calculated on the 36-month trailing average ending the December prior to the budget year, and new gifts are not eligible for distribution unless they are received by this date. Consequently, actuals should consistently equal budget unless there is Board approval for additional spending.

Gifts & Contributions

	Gifts & Contributions <i>(in millions)</i>			
	FY21 Actual	FY22		
		Budget	Forecast	Variance Fav (Unfav)
Current Use Cash Gifts	9.1	17.3	12.3	(5.0)
Endowed Gifts	16.7	21.6	20.7	(0.9)
Capital Gifts	1.8	2.1	2.1	-
Component Unit Gifts	0.5	0.6	0.7	0.1
GAAP Adjustments	17.1	-	5.8	5.8
Total Gifts and Contributions	45.2	41.6	41.6	-

- Total gifts are forecast to equal the budgeted amount of \$41.6M. The forecast includes a central forecasting adjustment of \$3.2M to align planning unit forecasts with Advancement's gift forecast through the end of the fiscal year. Total gifts include the following components:
 - Current-use cash gifts were budgeted at \$17.3M and are forecast at \$12.3M.
 - Endowed cash gifts were budgeted at \$21.6M and are forecast at \$20.7M.
 - Capital gifts were budgeted at \$2.1M and are forecast at \$2.1M.
 - Component Unit gifts were budgeted at \$0.6M and are forecast at \$0.7M.
 - GAAP adjustments to gifts were not budgeted and are forecast at \$5.8M.

Investment Income

- Please see [Exhibit D1](#) for a summary of our investment returns. [Exhibit D1](#) summarizes our investment pools and how they are represented in our income statement column structure.

Internal & External Sales

- Internal and External Sales revenue is forecast to be \$0.8 unfavorable to budget.
 - A \$1.5M favorable forecast in healthcare rebates is offset by unfavorable variances of \$0.7M in Parking and Transportation, \$0.5M lower than expected Health Services revenue, primarily in Dublin Operations space rental, and \$0.4M unfavorable variance associated with a cancelled Brazil executive program, combined with multiple small unfavorable variances spread across planning units.

Table 11 – Compensation

#	Line Item	Operating Activity Subtotal <i>(in millions)</i>			
		FY21 Actual	FY22		
			Budget	Forecast	Variance Fav (Unfav)
19	Total Salaries, Wages, & Other Payroll	319.1	332.9	328.5	4.4
20	Total Benefits	113.7	115.2	116.4	(1.2)
	Benefits % of Salary	35.6%	34.6%	35.4%	-0.8%

Compensation

- Total Salaries, Wages, & Other Payroll is forecasted to be a \$4.4M positive variance. The primary driver of this variance is vacancy savings of roughly \$16.8M due to structural turnover that was not assumed in the FY22 budget. The positive impact of vacancy savings is partially offset by \$5.4M of Other Compensation Expenses associated with the FY22 Voluntary Separation or Retirement Program (VSRP) and \$6.8M of one-time expenses associated with the FY22 year-end employee bonus payouts.
- Overall, total benefit expenses are over budget by \$1.2M. Positive forecast variances associated with variable benefits tied to reduced payroll forecasts, as noted above, of roughly \$2.8M are offset by higher-than-budgeted healthcare expenses for FY22 as well as \$0.4M of benefits associated with the FY22 year-end bonuses.

Table 12 – Salaries and Wages by Employee Type

<i>(in millions)</i>	FY21 Actual	FY22 Budget	FY22 Forecast	Variance to Budget Fav(Unfav)
Faculty Salaries	\$ 126.9	\$ 130.1	\$ 123.4	\$ 6.7
Administrative Salaries	118.2	120.4	122.7	(2.3)
Total Salaries	\$ 245.1	\$ 250.5	\$ 246.1	\$ 4.4
Classified NBU Wages	18.0	17.8	-	17.8
Union Wages	22.2	24.0	40.7	(16.7)
Student Wages	7.9	15.3	12.0	3.3
Graduate Student Wages	21.9	22.8	21.7	1.1
Total Wages	\$ 70.0	\$ 79.9	\$ 74.4	\$ 5.5
Other Compensation	2.4	2.5	8.0	(5.5)
Total Salaries, Wages, & Other Compensation	\$ 317.5	\$ 332.9	\$ 328.5	\$ 4.4
Y-O-Y Growth	1%	5%	3%	

- In FY22, employees formerly costed and budgeted in FY22 as Classified NBU employees transitioned to Union employees, as the AFSCME 3200 collective bargaining agreement took effect.
- FY22 year-end employee bonus payouts, totaling \$6.8M, are incorporated into the faculty, administrative, and union wages forecast.
- Please note that VSRP 2022 expenses of \$5.4M appear as part of the Other Compensation forecast.

Table 13 – Salaries and Wages by Operating Unit

	Operating Activity Subtotal (in millions)			
	FY21 Actual	FY22		
		Budget	Forecast	Variance Fav (Unfav)
Athens Colleges & Schools	183.2	183.9	184.0	(0.1)
Regional	23.9	22.6	21.9	0.7
Auxiliaries	18.8	26.1	24.0	2.1
Central and Administrative Operations	93.1	100.3	96.0	4.3
Total Salaries, Wages, & Other Payroll	319.0	332.9	328.5	4.4

- Athens Colleges & Schools are forecasting an unfavorable variance-to-budget of \$0.1M, with \$5.7M of vacancy savings and lower summer teaching expenses mostly offset by \$5.4M of anticipated FY22 VSRP expenses.
- Regional salaries & wages are forecasted to be below budget by \$0.7M due to vacancy savings.
- Auxiliary salaries & wages are forecasted \$2.1M under budget, largely driven by lower student wage expenses in Culinary.
- Central and Administrative Operations includes a \$1.8M favorable central forecasting adjustment to bring the expense in line with actual spending and includes the \$6.8M of expenses associated with the FY22 year-end bonus payments.

Table 14 – Other Expenses

#	Line Item	Operating Activity Subtotal (in millions)			
		FY21 Actual	FY22		
			Budget	Forecast	Variance Fav (Unfav)
21	Supplies, Services, & Capital Costs	199.4	191.4	171.7	19.7
24	Internal Debt Service	62.7	63.2	65.8	(2.6)

Supplies, Services, & Capital Costs

- Planning unit forecast is \$19.7M favorable to budget due to:
 - As part of Central & Admin Operations, Central Accounting and Reserves has an \$10.1M favorable variance based on revised FY22 expenditures that are supported by cross unit transfers and funding from the Strategic Opportunity Reserve.
 - \$3.9M unfavorable variance in the Professional Services forecast at the Athens campus due to increased activity in grant funding.
 - \$3.8M favorable variance from lower than budgeted COVID testing costs.
 - \$1.3M favorable variance from the reduction in forecasted utilities.
 - Variance includes smaller favorable adjustments spread across planning units.
- The FY22 forecast includes a \$6.9M favorable central forecasting adjustment to bring the expense in line with actual spending.

Table 15 – Transfers

#	Line Item	Operating Activity Subtotal (<i>in millions</i>)			
		FY21 Actual	FY22		
			Budget	Forecast	Variance Fav (Unfav)
31	Transfer To (From) Plant Fund	(5.5)	18.7	15.1	3.6
32	Transfer To (From) Quasi Endowments	9.6	1.1	1.7	(0.6)
34	Internal Bank Transfers	0.2	-	-	-

Transfers To (From) Plant Fund

- Plant fund transfers are forecasted to be \$3.6M favorable to budget. Reduced plant fund transfers within Central & Administrative Operations to align with updated project assumptions were offset by funding for the cost of the Peden Turf Replacement project from Institutional Reserves.

Transfer To (From) Quasi Endowments

- This represents transfers to and from operations for board-designated endowments.
- Transfers To (From) Quasi Endowments are included in the financial forecast only for quasi endowments established by the Board of Trustees. Proposed quasi endowments are incorporated into the financial forecast after approval by the Board of Trustees.
- FY22 forecasted activity totals \$1.7M and includes the following:
 - \$3.9M of transfers out of the endowment to support Russ College capital improvements. \$1.0M of this amount was budgeted, and the remaining \$2.9M represents a transfer that was previously approved but not needed and is expected to occur this fiscal year.
 - A \$3.6M transfer into the endowment to support research activities in the College of Arts and Sciences, which was not budgeted but was approved by the Board of Trustees during the January 2022 meeting.
 - \$2.0M of transfers into the endowment for the undergraduate and HCOM scholarship matching programs, representing that donor gifts to match-eligible endowments are outpacing the budgeted amount of \$1.6M.

Table 16 – Central Forecasting Adjustments

#	Line Item	Central Adjustments (in millions)	Central Adjustment Reason
		FY22	
		Forecast	
12	Gifts & Contributions	3.2	Adjusted to agree to Advancement forecast.
13	Investment Income	(2.9)	Adjusted to agree to Investment forecast.
17	Total Revenue & Revenue Allocations	0.3	
19	Total Salaries, Wages, & Other Payroll	2.6	Adjusted to agree to central forecast.
20	Total Benefits	(0.4)	
21	Supplies, Services, & Capital Costs	(6.9)	Adjusted to align to trend analysis.
24	Internal Principal & Interest	(0.4)	Adjusted to agree to Internal Bank forecast.
	Total Expenses	(5.1)	
	Subtotal Results of Operations	5.4	
32	Transfer To (From) Quasi Endowments	(2.7)	Adjusted to agree to Endowment forecast.
	Net Results	8.1	

As a reminder, Central Adjustments are included in the Operating Results tables and discussions in the narratives above. Table 16 summarizes those adjustments.

Non-Operating Units (Endowment, Capital, Century Bond, Internal Bank)

Table 17 – Non-Operating – Endowment

#	Line Item	Endowment (in millions)			
		FY21 Actual	FY22		
			Budget	Forecast	Variance Fav (Unfav)
11	Endowment Distributions	(31.4)	(31.7)	(31.7)	-
12	Gifts & Contributions	16.7	21.6	20.7	(0.9)
13	Investment Income	174.0	42.0	(36.6)	(78.6)
	Total Revenue & Revenue Allocations	159.3	31.9	(47.6)	(79.5)
18	Funding Transfers	1.4	-	-	
32	Transfer To (From) Quasi Endowments	(9.6)	(1.1)	(1.7)	0.6
	Adjusted Net Results	167.5	33.0	(45.9)	(78.9)

Gifts & Contributions

- Endowed cash gifts were budgeted at \$21.6M and are forecast at \$20.7M.

Investment Income

- Investment income from the endowment in the LT Pool is forecast at a loss of \$36.6M net of fees, or -2.8%, as compared with the budgeted amount of \$42.0M, which was based on the portfolio's expected return of 5.9%.
- The forecasted return of -2.8% reflects an estimated FYTD return of -3.7% through April 2022, plus the expected return of 5.6% for the remaining two months of the fiscal year.

- Please see [Exhibit D1](#) for a summary of our investment returns. The [Exhibit](#) summarizes our investment pools and how they are represented in our income statement column structure.

Transfer To (From) Quasi Endowments

- This represents transfers to and from operations for board-designated endowments.
- Transfers To (From) Quasi Endowments are included in the financial forecast only for quasi endowments established by the Board of Trustees. Proposed quasi endowments are incorporated into the financial forecast after approval by the Board of Trustees.
- FY22 forecasted activity totals \$1.7M and includes the following:
 - \$3.9M of transfers out of the endowment to support Russ College capital improvements. \$1.0M of this amount was budgeted, and the remaining \$2.9M represents a transfer that was previously approved but not needed and is expected to occur this fiscal year.
 - A \$3.6M transfer into the endowment to support research activities in the College of Arts and Sciences, which was not budgeted but was approved by the Board of Trustees during the January 2022 meeting.
 - \$2.0M of transfers into the endowment for the undergraduate and HCOM scholarship matching programs, representing that donor gifts to match-eligible endowments are outpacing the budgeted amount of \$1.6M.

Table 18 – Non-Operating - Capital

#	Line Item	Capital (in millions)			
		FY21 Actual	FY22		
			Budget	Forecast	Variance Fav (Unfav)
1	State Appropriations	15.3	33.1	22.6	(10.5)
9	Grants & Contracts	1.4	2.0	0.6	(1.4)
12	Gifts & Contributions	1.8	2.1	2.1	-
	Total Revenue & Revenue Allocations	18.5	37.2	25.3	(11.9)
18	Funding Transfers	(0.1)	-	-	-
21	Supplies, Services, & Capital Costs	78.7	72.0	67.0	5.0
	Total Expenses	78.7	72.0	67.0	5.0
	Subtotal Results of Operations	(60.1)	(34.8)	(41.7)	(6.9)
31	Transfer To (From) Plant Fund	(31.6)	(47.2)	(20.3)	(26.9)
	Adjusted Net Results	(28.5)	12.4	(21.4)	(33.8)

State Appropriations

- State-funded Capital appropriations are recognized only when there are State capital expenditures. Any revenue not recognized in FY22 will be recorded in a subsequent year.

Grants and Contracts

- The FY22 central Grants Accounting Office anticipates a reduction of \$1.4M from budget due to the Federal Aviation Administration Airport Apron Rehabilitation project budgeted at \$1.5M is forecasted at \$0.2M due to work not expected to begin until June 2022. The Economic Development Administration is forecasted at \$0.4M.

Supplies, Services, & Capital Costs

- The majority of this variance is caused by capital costs which are \$7.7M favorable to budget. The budget was based on CIP projections for FY22 and typically delays in project spending result in expenditures being recognized in later years, or the project scope changes. The favorable variance in Capital costs is offset by an unfavorable variance of \$2.7M in other operating expense for forecasted demolition costs.

The following table shows the top five **favorable** variances (FY22 Forecast is lower than FY22 Budget), totaling, \$18.4M, along with comments from Design & Construction:

Project Name	FY22 (in millions)			Comments
	FY22 Budget	FY22 Forecast	Variance Fav (Unfav)	
Clippinger Renovation Strategy Phase III	8.8	1.6	7.2	Design is in progress; construction won't start until FY23
Old Heating Plant Switchgear	5.7	0.5	5.2	Design is in progress; construction won't start until FY23
Clippinger Renovation Strategy Phase II	30.0	27.0	3.0	Construction is in progress, actual expenditures received
Bush Airport Apron Rehabilitation	1.7	0.1	1.6	Construction grant was not funded by FAA, re-applying for FY23
Porter and Lindley Halls Window Replacement	2.7	1.3	1.4	Window manufacturing delays pushed majority of construction into FY23.

The following table shows the top five **unfavorable** variances (FY22 forecast is higher than FY22 Budget), totaling \$10.0M, along with comments from Design & Construction:

Project Name	FY22 (in millions)			Comments
	FY22 Budget	FY22 Forecast	Variance Fav (Unfav)	
Russ Research Opportunity Center	8.0	15.0	(7.0)	Faster than anticipated spend during construction
Class Gate Tunnel Rehabilitation 2021	-	1.3	(1.3)	Project wasn't included in budget.
Clippinger Renovation Strategy Phase I	0.2	0.9	(0.7)	Project is in closeout period, final expenditures delayed
Scott Quad Demolition 2022	-	0.6	(0.6)	Project started in FY22
Stocker Roof Replacement	0.3	0.7	(0.4)	Final billings pushed into FY22.

Transfers To (From) Plant Fund

- This represents the funding transfers from Operating units, Century Bond and Internal Bank, to fund capital projects. Funding transfers may differ due to the timing of funding actual projects.

Table 19 - Non-Operating – Century Bond

#	Line Item	Century Bond (in millions)			
		FY21 Actual	FY22		
			Budget	Forecast	Variance Fav (Unfav)
13	Investment Income	57.2	13.4	(7.4)	(20.8)
	Total Revenue & Revenue Allocations	57.2	13.4	(7.4)	(20.8)
23	External Debt Service - Interest	14.0	14.0	14.0	-
24	Internal Principal & Interest	(14.7)	(16.0)	(16.0)	-
	Total Expenses	(0.7)	(2.0)	(2.0)	-
	Subtotal Results of Operations	57.9	15.4	(5.4)	(20.8)
31	Transfer To (From) Plant Fund	9.2	10.0	(13.1)	23.1
	Adjusted Net Results	48.7	5.4	7.7	2.3

Investment Income

- Please see [Exhibit D1](#) for a summary of our investment returns. The [Exhibit](#) summarizes our investment pools and how they are represented in our income statement column structure.

External Debt Service – Principal & Interest

- The budget provided by Treasury is \$14.0M as forecasted.

Internal Principal & Interest

- The budget provided by Treasury is \$16.0M as forecasted.

Transfers to/(from) Plant Fund-Capital Projects

- The FY22 annual allocation of \$10.6M of funding from the Century Bond Bank to fund the Deferred Maintenance program will be used for prioritized deferred maintenance projects. Annual deferred maintenance allocations are \$10.0M/year for 16 years, through 2031. Actual funding transfers and the \$10.0M allocation may differ due to the timing of funding actual projects.

Table 20 - Non-Operating – Internal Bank

#	Line Item	Internal Bank (in millions)			
		FY21 Actual	FY22		
			Budget	Forecast	Variance Fav (Unfav)
13	Investment Income	37.4	6.8	(17.2)	(24.0)
14	Internal & External Sales	0.2	0.2	0.2	-
	Total Revenue & Revenue Allocations	37.6	7.0	(17.0)	(24.0)
21	Supplies, Services, & Capital Costs	0.3	0.3	0.3	0.0
22,23	External Debt Service - Principal & Interest	24.8	25.6	25.6	-
24	Internal Principal & Interest	(47.9)	(47.2)	(49.8)	2.6
	Total Expenses	(22.8)	(21.3)	(23.9)	2.6
	Subtotal Results of Operations	60.4	28.3	6.9	(21.4)
31	Transfer To (From) Plant Fund	27.9	18.5	18.3	0.2
36	Total Transfers To (From) Reserve	(41.0)	29.6	(17.1)	46.7
	Adjusted Net Results	73.5	(19.8)	5.7	25.5

Investment Income

- Includes a \$(12.7)M return on working capital which is offset by transfers to Operations of \$4.5M to fund the Strategic Opportunity Reserve netting a \$(17.2)M return on working capital investments remaining in the Internal Bank.
- Please see [Exhibit D1](#) for a summary of our investment returns. The [Exhibit](#) summarizes our investment pools and how they are represented in our income statement column structure.

Internal Principal & Interest

- Projected Internal Principal and Interest is \$2.6M higher due to early payoff of King Air, Airport Terminal and other internal loans.

Transfers

- The forecast for Transfer to Plant fund is \$0.2M favorable to budget. This represents the transfer for Clippinger Phase 3.
- The Internal Bank is forecasting a transfer of \$17.1M from Operating Reserves resulting in a favorable \$46.7M variance to budget, as compared to the budgeted use of \$29.6M in reserves.
- Overall, the Internal Bank resources are forecasted to be unfavorable by \$25.5M as compared to the Board approved FY22 Budget due to losses in investment income.

Component Units & Adjustments

Table 21 - Component Units

#	Line Item	Component Units (in millions)			
		FY21 Actual	FY22		
			Budget	Forecast	Variance Fav (Unfav)
12	Gift Contributions	0.5	0.6	0.7	0.1
13	Investment Income	3.4	0.5	(0.5)	(1.0)
14	Internal & External Sales	4.4	7.1	6.3	(0.8)
	Total Revenue & Revenue Allocations	8.3	8.2	6.5	(1.7)
18	Funding Transfers	(0.1)	-	-	
19	Salaries, Wages, & Other Payroll & Benefits	1.8	-	-	-
21	Supplies, Services, & Capital Costs	2.7	5.2	5.2	-
25	Depreciation	1.1	1.2	1.2	-
	Total Expenses	5.6	6.4	6.4	-
	Subtotal Results of Operations	2.8	1.8	0.1	(1.7)
36	Total Transfers To (From) Reserve	-	-	-	-
	Adjusted Net Results	2.8	1.8	0.1	(1.7)

Component Units are being forecast at budget except for a favorable variance of \$0.1M for gifts contributions related to anticipated forgiveness of the OU Inn's Payroll Protection Program Loan, an unfavorable variance of \$1.0M for investment income related to Sugar Bush and the OU Inn and an unfavorable variance of \$0.8M in Internal & External Sales related to Contributions for Investments for Tech Growth Ohio Fund.

Table 22 - Financial Statement Adjustments

#	Line Item	Financial Statement Adjustments (in millions)			
		FY21 Actual	FY22		Variance Fav (Unfav)
			Budget	Forecast	
12	Gifts & Contributions	17.1	-	5.8	5.8
13	Investment Income	2.1	-	-	-
14	Internal & External Sales	0.8	(2.0)	(0.4)	1.6
	Total Revenue & Revenue Allocations	20.0	(2.0)	5.4	7.4
18	Funding Transfers	(0.8)	-	-	-
19	Total Salaries, Wages, & Other Payroll	(3.4)	-	-	-
20	Total Benefits	(102.2)	-	-	-
21	Supplies, Services, & Capital Costs	(69.4)	(75.1)	(64.7)	(10.4)
22-23	External Debt Service - Principal & Interest	(12.4)	(13.7)	(13.7)	-
25	Depreciation	60.3	62.9	60.8	2.1
	Total Expenses	(127.1)	(25.9)	(17.6)	(8.3)
	Subtotal Results of Operations	147.9	23.9	23.0	(0.9)
34	Internal Bank Transfers	(0.2)	-	-	-
	Adjusted Net Results	148.1	23.9	23.0	(0.9)

Gifts & Contributions

- GAAP adjustments to gifts were not budgeted but are forecast at \$5.8M This is the net of
 - Expected in-kind contributions totaling \$17.7M
 - Less a \$9.8M adjustment for bequests and pledges that were committed and recorded in a prior fiscal year and have already been or are expected to be collected during the remainder of the current fiscal year
 - Less a \$2.1M adjustment for Foundation cash gifts that are budgeted and forecast to be used in support of University capital projects. This adjustment is necessary to prevent those gifts from being counted twice (once in the operating column when the cash gift is received and again in the capital column when the project is initiated and funded).

Investment Income

- GAAP adjustments to investment income are changes in actuarial valuation.

Internal and External Sales

- Since our component units are separate legal entities, any transactions between Ohio University and the Component Unit must be presented as Revenues and Expenses instead of as Transfers. Financial Statement Adjustments presented in this revenue row are elimination entries to prevent the double-counting of revenues once the Component Unit results are added into our consolidated results.

Benefits

- Government Accounting Standards Board (GASB) 68 – Accounting and Financial Reporting for Pensions and GASB 75 – Accounting and Financial Reporting for Postemployment Benefits Other than Pensions (OPEB) requires governments providing defined benefit pensions to recognize their calculated share of the state of Ohio’s unfunded pension and OPEB obligations as liabilities. Due to the uncertainty of factors impacting the calculation for unfunded liabilities, such as economic and demographic factors and projections for investment earnings, contributions and experience, a net \$0 change will be forecast throughout the year

with an adjustment made following the annual June 30 calculation. The adjustment made for FY20 was an unfavorable \$37.6M. The adjustment made for FY21 was a favorable \$101.8M.

Supplies, Services & Capital Costs/Debt Service/Depreciation

- For financial statements, we eliminate capital costs and debt service principal, add depreciation, subtract prior year accruals and add current year forecasted accruals. Capital Cost variances from a cash perspective are explained in the Non-Operating Capital section.

Exhibit C1 - FY22 Balance Sheet Forecast

Ohio University Statement of Net Position (Balance Sheet)

		Ohio University			Variance June 30, 2022 Forecast over June 30, 2021 Actual
		Actual		Forecast	
		June 30, 2020	June 30, 2021	June 30, 2022	
<i>(in millions)</i>					
1	Cash & Cash Equivalents	96.8	109.0	174.1	65.1
2	Restricted Cash & Cash Equivalents	84.8	55.5	34.6	(20.9)
3	Investments	600.7	731.3	673.3	(58.0)
4	Capital Assets-net of depreciation	1,126.5	1,142.0	1,152.9	10.9
5	Accounts Receivable, Prepays & Other Assets	80.8	93.9	74.5	(19.4)
6	Net OPEB Asset	15.0	28.7	28.7	-
7	Deferred Outflows of Resources: Pension, OPEB, Other	107.0	62.1	62.0	(0.1)
	TOTAL ASSETS	\$ 2,111.6	\$ 2,222.5	\$ 2,200.1	\$ (22.4)
8	Accounts Payable & Accrued Liabilities & Other	122.8	118.6	108.7	(9.9)
9	Unearned Revenue	30.4	37.0	28.7	(8.3)
10	Net Pension & OPEB Liabilities	506.9	322.2	322.2	-
11	Bonds & Notes Payable-net of premium & capital leases	660.8	647.5	633.9	(13.6)
12	Deferred Inflows of Resources: Pension, OPEB, Bond	112.6	164.3	164.2	(0.1)
	Total Liabilities	\$ 1,433.5	\$ 1,289.6	\$ 1,257.7	\$ (31.9)
13	Net Investment in Capital Assets	692.4	678.7	670.8	(7.9)
14	Restricted - Nonexpendable	22.7	23.7	23.7	-
15	Restricted - Expendable	28.4	37.9	36.9	(1.0)
16	Unrestricted	429.8	586.0	604.4	18.4
17	Net effect of GASB 68 & 75	(495.2)	(393.4)	(393.4)	-
	Total Net Position	\$ 678.1	\$ 932.9	\$ 942.4	\$ 9.5
	TOTAL LIABILITIES AND NET POSITION	\$ 2,111.6	\$ 2,222.5	\$ 2,200.1	\$ (22.4)

Exhibit C – FY22 Balance Sheet (for Ohio University only) (See prior [Exhibit C1](#) for full FY22 Balance Sheet)

Following is an explanation of changes for the forecasts at June 30, 2022 as compared with FYE 2021.

Table 23 – Assets

#		Ohio University (in millions)			
		Actual		Forecast	Variance 2022 Forecast over 2021 Actual
		June 30, 2020	June 30, 2021	June 30, 2022	
1	Cash & Cash Equivalents	96.8	109.0	174.1	65.1
2	Restricted Cash & Cash Equivalents	84.8	55.5	34.6	(20.9)
3	Investments	600.7	731.3	673.3	(58.0)
4	Capital Assets-net of depreciation	1,126.5	1,142.0	1,152.9	10.9
5	Accounts Receivable, Prepaids & Other Assets	80.8	93.9	74.5	(19.4)
6	Net OPEB Asset	15.0	28.7	28.7	-
7	Deferred Outflows of Resources: Pension, OPEB, Bond	107.0	62.1	62.0	(0.1)
Total Assets		\$ 2,111.6	\$ 2,222.5	\$ 2,200.1	\$ (22.4)

Cash & Cash Equivalents

- Increase from FY22 drawdowns of HEERF funds and additions to reserves.

Restricted Cash & Cash Equivalents

- Decrease primarily due to spending Series 2020 and Series 2017 bond proceeds.

Accounts Receivable, Prepaids & Other Assets

- The decrease is due to a \$17.4M receivable for HEERF II at 6/30/21 that was drawn down in FY22. Additional decreases of approximately \$2.0M for receivables are forecast related to declining enrollments.

Table 24 - Capital Assets

	FY21	FY22
	Actual Change (in millions)	Forecasted Change (in millions)
Gifts In Kind	-	6.2
Planning Unit Equipment	6.2	5.7
New Buildings in Service/CIP	70.7	61.8
Subtotal	\$ 76.9	\$ 73.7
Less: Depreciation	(60.2)	(60.8)
Less: Loss on Disposal of Assets	(1.2)	(2.0)
Change in Capital Assets	\$ 15.5	\$ 10.9

Gifts In Kind

- Expected in-kind contributions totaling \$6.2M included in contributions.

Planning Unit Equipment

- Includes purchases from operations of \$5.7M for machinery, equipment & library books.

New Buildings in Service/CIP –

- FY22 forecasted spending on capitalizable buildings, infrastructure & CIP total \$61.8M including:
 - \$27.0M Clippinger Renovation Phase 2
 - \$15.0M Russ Research Opportunity Center
 - \$1.6M Clippinger Renovation Strategy Phase 3
 - \$1.3M Porter and Lindley Halls Window Replacement

Table 25 - Liabilities & Net Position

# Line Item		Ohio University (in millions)			
		Actual		Forecast	Variance
		June 30, 2020	June 30, 2021	June 30, 2022	2022 Forecast over 2021 Actual
7	Accounts Payable, Accrued Liabilities & Other	122.8	118.6	108.7	(9.9)
8	Unearned Revenue	30.4	37.0	28.7	(8.3)
9	Net Pension & OPEB Liabilities	506.9	322.2	322.2	-
10	Bonds & Notes Payable-net of premium & capital leases	660.8	647.5	633.9	(13.6)
11	Deferred Inflows of Resources: Pension, OPEB, Bond	112.6	164.3	164.2	(0.1)
	Total Liabilities	\$ 1,433.5	\$ 1,289.6	\$ 1,257.7	\$ (31.9)
12	Net Investment in Capital Assets	692.4	678.7	670.8	(7.9)
13	Restricted - Nonexpendable	22.7	23.7	23.7	-
14	Restricted - Expendable	28.4	37.9	36.9	(1.0)
15	Unrestricted	429.8	586.0	604.4	18.4
16	Net effect of GASB 68 & 75	(495.2)	(393.4)	(393.4)	-
	Total Net Position	\$ 678.1	\$ 932.9	\$ 942.4	\$ 9.5
	Total Liabilities & Net Position	\$ 2,111.6	\$ 2,222.5	\$ 2,200.1	\$ (22.4)

Accounts Payable, Accrued Liabilities & Other

- The FY22 Accounts Payable, Accrued Liabilities & Other is forecasted to decrease \$9.9M due to decreases in OUF payables, net decreases in the VSRP & Severance liabilities, and expected decreases in capital vendor payables.

Unearned Revenue

- Unearned revenue is expected to decrease \$6.6M due to HEERF III revenue that was deferred at 6/30/21, but recognized as revenue during FY22, it is also expected to decrease \$1.7M due to the deferral of a smaller summer tuition revenue based on anticipated enrollment declines and timing of summer semester as compared to prior year.

Bonds & Notes Payable-net of premium & capital leases

- Decrease primarily due to Dec 1 principal payments of \$13.0M, and premium amortization \$0.6M. A new accounting standard is being implemented at 6/30/22 for leases. Implementation is not yet complete and reviewed by auditors, so no lease forecast is included.

Restricted – Expendable

- \$1.0M net decrease due to many factors including offsetting changes in Grants, Capital, TechGrowth Ohio, Loans, Unspent Endowment Distributions, and Endowment Appreciation.

Unrestricted

- The unrestricted net position is expected to increase \$18.4M. HEERF Grant revenue is driving this increase.

Table 26 – Net Investment in Capital Assets

	Ohio University (in millions)			
	Actual		Forecast	Variance 2022 Forecast over 2021 Actual
	June 30, 2020	June 30, 2021	June 30, 2022	
Capital Assets - Net of Depreciation	1,126.5	1,142.0	1,152.9	10.9
Less Bonds & Notes Payable-net of discount & premium	(660.8)	(647.5)	(633.9)	13.6
Plus: Unspent Century Bond Proceeds	144.9	130.2	117.2	(13.0)
Plus: Unspent proceeds from other Bonds	81.8	54.0	34.6	(19.4)
Total - Net Investment in Capital Assets	\$ 692.4	\$ 678.7	\$ 670.8	\$ (7.9)

Exhibit D – Investment Income

Table 27 - Summary of Investment Returns (see Exhibit D1 for complete summary)

	FY21 Actuals	FY22 Budget	FY22 FYTD	Expected Remaining FY22 Return (Annualized)	Resulting FY22 Forecasted Return Through FYE
CB Long-term	26.0%	5.9%	0.2%	5.7%	1.1%
CB Short-term	0.6%	n/a	n/a	n/a	n/a
CB Conservative	-9.8%	2.5%	-14.3%	2.5%	-14.0%
Long-term Endow & Diversified	28.1%	5.9%	-3.7%	5.6%	-2.8%
Working Capital – Tier II	0.9%	0.5%	-1.3%	2.2%	-0.9%
Working Capital – Tier III	3.2%	2.3%	-8.3%	2.5%	-8.0%
Working Capital – Tier IV Student Portfolio	21.5%	3.3%	-2.6%	3.3%	-2.1%

The Forecasted Return through FYE represents the estimated actual return on our investment portfolios through April 2022 plus the expected return for the remaining four months of the fiscal year.

Exhibit D1 - FY22 Investment Income Summary

Summary by Investment Pool

Investment Pool	Central & Admin. Ops	Reserves & Sub-vention	Operating Unit Subtotals	Endow-ment/ Loans Century Bond	Internal Bank	Non-Operating Unit Subtotals	Component Units	FY Forecasted Total	FYTD Return ²	Expected Annual Return ¹	Forecasted Return through FYE ³
Non-Pooled Investments	-	-	-	-	-	-	-	-	N/A	N/A	N/A
Subtotal - Non-Pooled Russ	-	-	-	-	-	-	-	-			
OU Tier I Working Capital (Cash Pool)			-					-			
OU Tier II Working Capital			-		(0.9)	(0.9)		(0.9)	-1.3%	2.2%	-0.9%
OU Tier III Working Capital			-		(3.5)	(3.5)		(3.5)	-8.3%	2.5%	-8.0%
OU Tier IV Working Capital - Student			-		(0.2)	(0.2)		(0.2)	-2.6%	3.3%	-2.1%
OU Tier IV Working Capital - Div Pool			4.5		(12.6)	(12.6)		(8.1)	-3.7%	5.6%	-2.8%
OUF Diversified Pool	(1.7)		(1.7)			-		(1.7)	-3.7%	5.6%	-2.8%
Subtotal - Working Capital	(1.7)	4.5	2.8	-	-	(17.2)	(17.2)	(14.4)			
OU Endowment			-	(7.5)		(7.5)		(7.5)	-3.7%	5.6%	-2.8%
OUF Endowment			-	(29.1)		(29.1)		(29.1)	-3.7%	5.6%	-2.8%
Subtotal - Endowment	-	-	-	(36.6)	-	(36.6)	-	(36.6)			
Century Bond Diversified Pool			-		(0.3)	(0.3)		(0.3)	-3.7%	5.6%	-2.8%
Century Bond Conservative Pool			-		(0.6)	(0.6)		(0.6)	-14.3%	2.5%	-14.0%
Century Bond Long-Term Pool			-		(6.5)	(6.5)		(6.5)	0.2%	5.7%	1.1%
Century Bond Short-Term Pool			-		-	-		-	0.0%	0.0%	0.0%
Subtotal - Century Bond	-	-	-	-	(7.4)	(7.4)	-	(7.4)			
Component Units							(0.5)	(0.5)			
Total	(1.7)	4.5	2.8	(36.6)	(7.4)	(17.2)	(61.2)	(58.9)			

¹ The Expected Annual Return is based on our asset allocation and our investment advisors' assessment of market circumstances. These expectations are revised periodically and used to forecast investment income.

² The FYTD Return represents the estimated actual return on our investment portfolios for the fiscal year to date through April 2022.

³ The Forecasted Return through FYE represents the estimated actual return on our investment portfolios through April 2022 plus the expected return for the remaining months of the fiscal year.

Exhibit E - FY22 Strategic Opportunity Reserve Forecast

As of May 12, 2022

Strategic Opportunity Reserve Balance				May 2022	
	FY21 Actual	FY22 Budget	FY22 Forecast		Variance
Beginning Balance	\$ 17.7	\$ 32.6	\$ 32.6		
Funding					
Investment Income	\$ 4.5	\$ 4.5	\$ 4.5	\$	-
SSI	\$ 2.5	\$ 3.1	\$ 3.1	\$	-
SSI - Additional Surplus/Deficit	\$ 10.1	\$ -	\$ -	\$	-
Tuition - 2% Holdback	\$ 3.7	\$ 3.9	\$ 3.9	\$	-
Fund Balance	\$ 0.3	\$ 0.3	\$ 0.3	\$	-
Subtotal	\$ 21.1	\$ 11.8	\$ 11.8	\$	-
Investments					
Infrastructure & University Investments	\$ 0.0	\$ 1.1	\$ 1.7	\$	0.7
Community & Economic Development	\$ 0.4	\$ 1.5	\$ 1.1	\$	(0.5)
Student Success & Programs	\$ 1.4	\$ 1.9	\$ 1.9	\$	-
Academic & Research Programs	\$ 0.6	\$ 3.3	\$ 0.7	\$	(2.6)
Presidential Priorities & Strategic Pathways	\$ 3.4	\$ 3.1	\$ 3.7	\$	0.6
Subtotal	\$ 5.9	\$ 10.9	\$ 9.1	\$	(1.8)
Ending Balance	\$ 32.9	\$ 33.5	\$ 35.3	\$	1.8

Exhibit F - FY22 Senate Bill 6

Quarterly Report to the Ohio Department of Higher Education

Ohio University

June 30, 2022, Forecasted

SB 6 Ratios and Scores - Excluding GASB 68 & 75

(in millions \$)

	Actual		Forecast	Variance
	FY20	FY21	FY22	FY22 Forecast over FY21 Actual
Expendable net assets (A)	458.2	624.0	641.3	17.3
Plant debt (B)	652.9	640.3	627.1	(13.2)
Revenues, operating + nonoperating (C)	743.7	840.9	719.6	(121.3)
Operating expenses (including interest expense) (D)	729.8	685.2	707.4	22.2
Increase in total net assets (E)	7.4	153.0	9.5	(143.5)

Ratios:

Viability Ratio (A/B)	70.2%	97.5%	102.3%
Primary Reserve Ratio (A/D)	62.8%	91.1%	90.7%
Net Income Ratio (E/C)	0.995%	18.2%	1.3%

Scores (out of 5):

Viability Ratio	3.0	3.0	4.0
Primary Reserve Ratio	5.0	5.0	5.0
Net Income Ratio	2.0	5.0	3.0

Composite Score:

Viability Ratio (30%)	0.9	0.9	1.2
Primary Reserve Ratio (50%)	2.5	2.5	2.5
Net Income Ratio (20%)	0.4	1.0	0.6

SB 6 Composite Score (Excluding GASB 68 & 75)

3.8	4.4	4.3
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Financial Update Glossary (by line #)

Income Statement

Column structure & definitions:

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

- Operating unit subtotals:
 - Athens campus colleges and schools, inclusive of all HCOM locations
 - Regional campuses
 - Auxiliaries (Culinary, Housing, Athletics, Printing, Parking & Transportation)
 - Central and Administrative Operations
 - Reserves (Strategic Opportunity Reserve, Central Reserves)
- Central Forecasting Adjustments –adjustments recorded centrally to the forecasts submitted by planning units based on historical trending and revised or updated assumptions
- Non-Operating unit subtotals:
 - Endowment – activity includes
 - Draw from the endowment in support of spending policy (6% draw) which funds the endowment distributions recorded as revenue to operating units.
 - Earnings to endowment from investment performance
 - Increases from cash received against endowment pledges and new gifts to the endowment
 - Transfers from/to operations to/from quasi endowments
 - Capital –fiscal year activity supporting capitalized projects
 - Expenses reflected include spend for capitalized facility projects and respective operating costs for the fiscal year
 - Revenues reflect external dollars received in support of the expenditures
 - Transfers reflect institutional funding designated to support capital projects. Funding transfers usually precede expenditures; therefore, bottom-line reflects either increases to, or draws against, capital funding set asides for that year.
 - Century Bond (CB) – CB / Deferred Maintenance Program - \$250M in bonds; 100-year maturity
 - \$250M fixed rate, bullet maturity, taxable bond proceeds received in late November 2014; invested in accordance with the CB OUF and OU approved Investment policy
 - \$160M invested and funding \$10M /year draws to fund deferred maintenance capital projects and \$90M to fund a series of utility and deferred maintenance projects
 - Activity in column includes returns from investments, external debt service payments to bond holders, internal debt service payments from internal loans(which funds the external debt service), and transfers to the capital projects
 - Internal Bank – working capital portion of net assets; invested in accordance with the Board approved working capital investment policy
 - Includes accumulated fund balances in the operating units, central reserves from operations, and realized and unrealized gains/losses from investment performance on those funds
 - Excludes endowment funding and bond funding

- Component Units – Tech Growth Ohio Fund (TGO), University Medical Associates (UMA), The Interlink Alliance, Muskingum Recreation Center (MRC), & OUF subsidiaries consolidation – Subsidiary activity is required to be consolidated for financial statement presentation. In consolidation the revenues and expenditures of these subsidiaries are recorded to the summarized categories reflected.
- Financial Statement Adjustments – GAAP (Generally Accepted Accounting Principles) adjustments required for external audited financial statements
 - Adjustments include entries to adjust GASB 68 pension and GASB 75 health benefit (OPEB) unfunded liabilities; elimination of capital expenditures and addition of depreciation; elimination of bond principal payments; debt premium, discount, and refunding amortizations; and multiple year-end accruals.

Row Structure & Definitions (# line items)

Revenues

#1 State Appropriations – State Share of Instruction (SSI) is an annual appropriation from the State of Ohio that subsidizes the cost of education for Ohio residents. The University’s SSI is determined by course completions (32%), degree completions (50%) and medical school funding (12%), and doctoral funding (7%). In addition to SSI, a series of specific line-item appropriations provide support for the Voinovich School, HCOM and University Libraries. Funds are received in monthly installments.

#1 State Appropriations – Capital – The State of Ohio’s biennial Capital Budget provides appropriations for the repair, reconstruction and construction of capital assets. State capital revenue is recognized (and funded by the State) once expenditures have been made, not when appropriated. As a result, any individual university fiscal year budget may include funding from multiple years of state capital appropriations. This rolls up into Line #1 State Appropriations.

#2-4 Undergraduate (UG) Tuition & Fees (net of Financial Aid) – Gross tuition and fees are inclusive of instructional, non-resident and general fees, and technology, course, and program fees associated with traditional and eCampus programs. Net Tuition & Fees reflects the offset of financial aid scholarships and grants.

#5-7 Graduate Tuition & Fees (net of Financial Aid) – Gross tuition and fees are inclusive of instructional, non-resident and general fees, and technology, course, and program fees associated with the College of Medicine and the traditional and eCampus Graduate programs. Net Tuition & Fees reflects the offset of graduate fee waivers.

#8 Room & Board – Residential Housing and Culinary Services project room and board revenues based on the number of students living in the dormitories and participating in meal plans. These enrollments are a function of the freshman class size and the number of returning sophomores that are subject to the two-year residential requirement (which requires students to reside on campus for two full years and carry an associated meal plan). Culinary also receives revenue from faculty and staff purchase of meal plans as well as retail sales.

#9 Grants & Contracts – Grants and Contracts include the reimbursement of direct expenses incurred on sponsored projects. Excluded are grants for financial aid which are netted against tuition revenues, state capital grants (included in #2 above), and state line item appropriations (included in #1 above).

#10 Facilities & Administrative (F&A) Cost Recovery – Facilities & Administrative Cost Recovery represents the dollars recovered from sponsored projects for F&A (indirect) costs associated with grants and contracts. F&A revenue will fluctuate as the portfolio of Grants & Contracts changes. The negotiated rate

of recovery is 51% for research; however, some federal entities and many non-federal entities do not permit reimbursement at this full rate.

#11 Endowment Distributions – The annual endowment distribution is equal to the product of a 5.8% spending rate on the endowment's average market value for the trailing 36 months (ending December 31). Both true and quasi-endowments are subject to this spending policy. The 5.8% spending rate is comprised of a 4% spending allocation to the designated fund purpose and a 1.8% administrative fee. The spending allocation supports various initiatives, as specified in the gift agreement, such as scholarships and fellowships, chairs and professorships, research activities, and general support of academic units. The administrative fee provides general support for the operations of the Foundation.

#12 Gift Contributions – Gifts include all non-endowed (expendable) and endowed gifts to the University. Expendable gifts include both operating and capital gifts. Gifts are recorded as revenue by these operating units in the year that the cash is received.

#13 Investment Income – Investment income represents the interest, dividends, realized gains (losses) and unrealized gains (losses) earned on the short- and long-term investment pools of the University. Operating investment income supports the operations of the Foundation and the Strategic Opportunity Reserve, while non-operating investment income is earned by the Endowment, the Century Bond Program, and the Internal Bank. Exhibit D provides additional detail about investment income.

#14 Internal & External Sales – Internal sales represent intercompany activity with the selling unit recording the revenue and the purchasing unit having the offsetting expense included in operating expenses. The activity is primarily budget neutral and includes such items as transportation, catering, workshops, mail, printing, and services provided by Facilities Management not covered in general maintenance SLAs. External sales primarily include royalties, rebates, professional services, NCAA revenue, land & facility rentals, computer sales & noncredit instruction, along with many other smaller items and may result in net revenue to the applicable unit.

#16 Administrative Cost Distribution – Represents the funding provided to administrative units to support their operating costs. This pool of funding is collected via the Contribution Margin and is charged to Academic Colleges and Auxiliary Units (Responsibility Centers) based on their respective operating margins.

#18 Funding Transfers – Identify the movement of operating funds. Funding transfers can be categorized into three main categories:

- Funding Within a Planning Unit
- Funding Transfers Across Planning Units
- Foundation Related Transfers

Expenses

#19 Salaries, Wages, & Other Payroll – Represents the total pay for all employees and student workers including other compensation such as cash awards and allowances for auto, broadband, uniforms and housing. This is the university's largest expenditure line item, roughly 50% of direct expenses.

#20 Benefits – The university's comprehensive benefits program includes retirement contributions, health and welfare insurances, educational benefits, and legally mandated and other miscellaneous costs.

#21 Supplies, Service, & Capital Costs (includes Supplies & Services, Professional Services, Occupancy & Maintenance, Cost of Goods Sold, Capital Costs and Other Operating Expenses) – Expenses incurred through the normal operations of the university including supplies, occupancy, repairs and maintenance,

utilities, professional services, and costs of sales. Forecasted increases and decreases in many revenue categories effect, and may partially offset, expenses in this category.

Capital costs are included in the operating budget for internal reporting purposes and represent CIP project expenditures and purchases of equipment for research or operations projected for the fiscal year. For financial statement purposes, capital costs are eliminated via accounting adjustments to book Capital Assets to the Balance Sheet.

#22-24 Internal and External Debt Service (Principal & Interest) – Internal loans are issued according to guidelines administered by Treasury Management for major equipment purchases, remodeling, new construction projects or other approved uses. Internal loans are charged to departments to reserve funds to pay for external debt service. The Century Bond and the Internal Bank receive the internal loan payments and then pay the external debt service principal and interest obligations. For financial reporting purposes, principal payments are eliminated

#25 Depreciation – When capitalized costs are eliminated via financial statement adjustments, depreciation expense is reforecast and adjusted. Depreciation expense is recorded as a Non-Operating activity. A ½ year of depreciation is recorded in the year of capitalization.

#27 Capital Cost Allocations – Charges to colleges to recover the cost of central internal debt service.

#28 - Contribution Margin – Negotiated charges assessed to Responsibility Centers based on their operating results; represents the collection of funding used to support the administrative units that receive control total support.

Investment Transfers

#31 Transfers To (From) Plant Fund – Represents the transfer of funds from operations to be used for approved projects and renovations. Transfers To (From) net to zero.

#32 Transfer To (From) Quasi Endowments – Represents the transfer to/from operations for quasi endowments. Transfers to Quasi Endowments are included in the financial forecast only for Quasi Endowments established by the Board of Trustees. Proposed Quasi Endowments will be incorporated into the financial forecast after Board of Trustees resolution approval. Transfers To (From) net to zero.

#33 Repair & Replacement Transfers – This line should always be zero. Repair and Replacement transfers are identified by a Repair and Replacement Source Code.

#34 Internal Bank Transfers – Transfers to operating units for non-capital projects (e.g., operating deficit loans, King Air upgrades).

#35 Other Transfers – Represents planned investment transfers to (from) reserves.

#37 Transfers To (From) Operating Reserve – Represents the amount that units are drawing from reserves to cover current year operations (negative) or the amount that units are adding into reserves (positive). The annual budget includes the planned utilization of reserves / net assets to support one-time only investments and provide bridge funds for initiative startups. Transfers To (From) net to zero.

Balance Sheet

#1 Cash & Cash Equivalents – Cash consists primarily of petty cash, cash in banks, and money market accounts. Cash equivalents are short-term highly liquid investments readily convertible to cash with original maturities of three months or less.

#2 Restricted Cash & Cash Equivalents – Includes funds that are restricted for capital project expenditures subject to note and bond agreements and construction escrow deposits.

#3 Investments – Investments are carried at fair value and are comprised of the Endowment, Century Bond, and working capital investment pools, which are invested across a diversified portfolio of asset classes, including absolute return, fixed income, public equity, natural resources, private equity, and real estate. Also included is the investment in TechGrowth Ohio.

#4 Capital Assets-net of depreciation – Includes spending for capitalizable buildings, infrastructure, equipment & CIP. Capital assets are recorded at cost and depreciated over their useful life. Depreciation is calculated on the straight-line method over the estimated useful life of the asset; ½ year of depreciation is recognized in the year of acquisition.

#5 Accounts Receivable, Prepaids & Other Assets – Includes amounts due for tuition and fees, grants and contracts, and auxiliary enterprises, royalty receivable, and intercompany receivable from activity transacted between Ohio University and the Ohio University Foundation. Uncollectible amounts have been reserved. Prepaids and inventory balances are also included in this category.

#6 Net OPEB Asset- OPEB fiduciary net positions are forecast at each fiscal year-end when information is available

#7 Deferred Outflows of Resources: Pension, OPEB, Bond - Deferred charges on bond refunding and future outflows related to net pension liability and net other postemployment benefit liability (OPEB).

#8 Accounts Payable & Accrued Liabilities & Other – Includes vendor accounts payable, accrued payroll, benefits & withholdings, accrued Worker’s Compensation tail claims, deposits for student health insurance and agency scholarship deposits.

#9 Unearned Revenue – This line item is mainly Summer tuition revenue that is not earned as of 6/30 and is deferred. This amount may fluctuate from year to year with the timing of the start of the summer sessions and with the total amount of Summer tuition. This may also include amounts received for Grants related to the next year.

#10 Net Pension & OPEB Liabilities – Pension and OPEB fiduciary net positions are forecast at each fiscal year-end when information is available.

#11 Bonds & Notes Payable-net of premium & capital leases – Includes bond and capital lease principal payments and amortization of bond premium.

#12 Deferred Inflows of Resources- - Includes the continuing amortization of the refunding of prior bonds and the University’s deferred inflows of resources related to the net pension liability and OPEB liability.

#13 Net Investment in Capital Assets - GASB 34/35 requires that Investment in Capital Assets be reflected net of any outstanding debt and depreciation. If there are significant unspent debt proceeds at year-end, the portion of the debt attributable to the unspent proceeds should not be included.

#14 Restricted – Nonexpendable - The restricted-nonexpendable net asset balance represents the value of the University Endowment corpus. There are relatively few new donations to the University endowment.

#15 Restricted – Expendable - The restricted-expendable net asset balance includes fund balances associated with restricted funds such as externally funded grants and loans, restricted capital funds, restricted component unit fund balances and the expendable portion of University endowments.

#16 Unrestricted - The forecasted unrestricted net position includes funds internally designated for planning units, including auxiliaries, reserves or commitments.

#17 Net effect of GASB 68 & 75 - This includes the impact of the GASB 68 & 75 requirements for booking the unfunded pension & OPEB liabilities.



OHIO
UNIVERSITY

Interoffice Communication

Date: May 26, 2022

To: The President and Board of Trustees

From: Joseph Trubacz, Interim Vice President Finance & Administration, CFO and Treasurer
Steve Wood, Chief Facilities Officer and Senior Associate Vice President

Re: **Facility Projects Updates**

The following facility project reports are included with this update:

1. The *Active Capital Project Schedules* report shows the design and construction timeline view for major projects in progress as of the meeting date.
2. The *Facility Projects Report* details active projects approved for expenditure as well as proposed projects under development (indicated as the Conceptual phase). The report is sorted by project phase, and then by completion date within phase.

A summary of active projects by phase is shown in the table below:

Phase	Number of Projects	Budget	Expenditures
0 - Conceptual	24	\$ 14,081,941	\$ 16,333
1 - PreDesign	16	\$ 30,756,659	\$ 3,638
2 - Design	47	\$ 75,731,890	\$ 2,302,394
3 - Construction	42	\$ 111,587,359	\$ 44,484,721
4 - Closeout	45	\$ 184,263,748	\$ 177,017,984
Grand Total	174	\$ 416,421,597	\$ 223,825,069

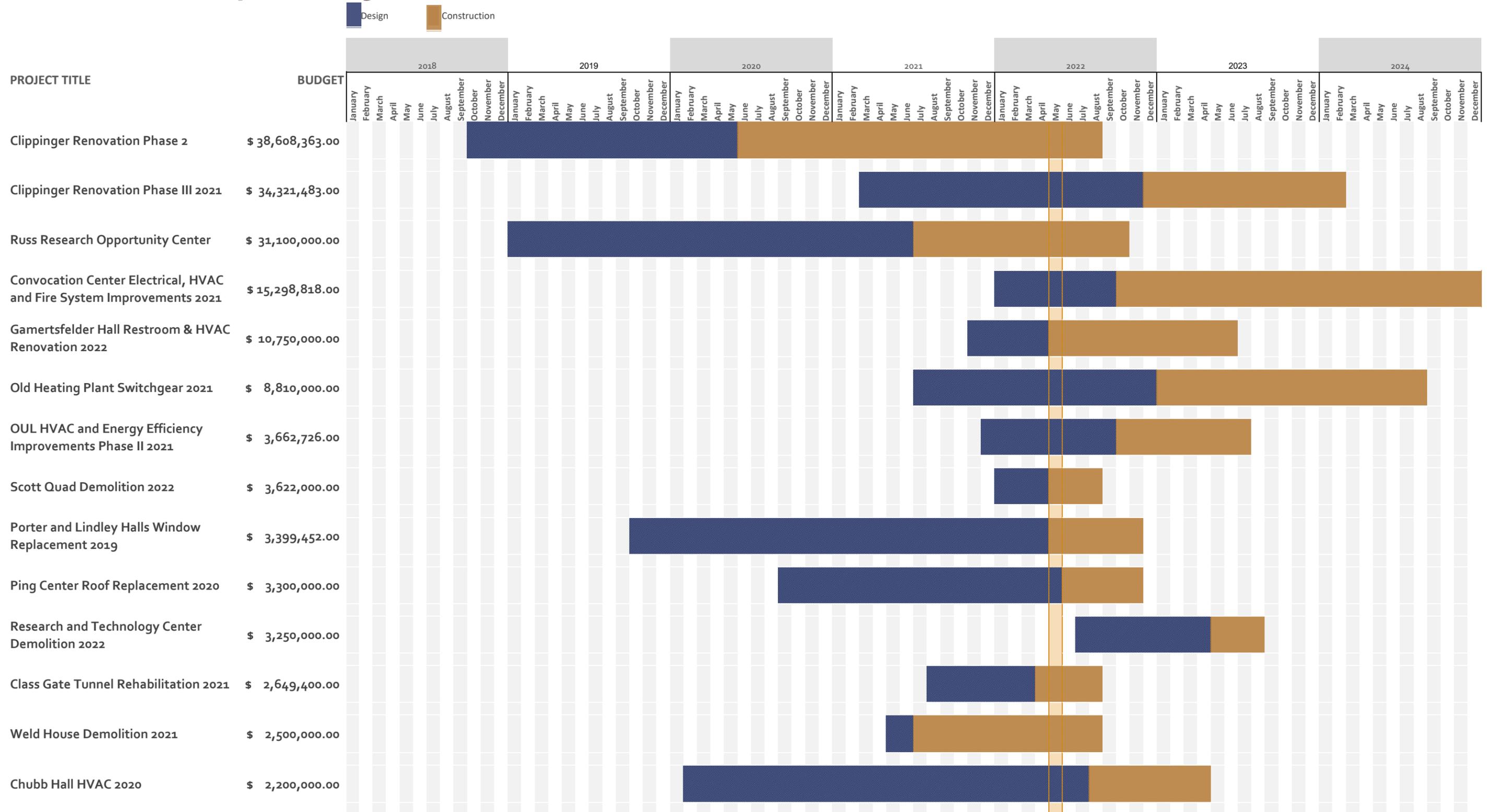
*Projects in the '0 - Conceptual Phase' often do not yet have developed budget estimates and therefore may be reflected as "zero" in the attached report.

Facility projects highlights since the April Board of Trustees meeting include:

- Start of construction (Projects over \$500,000):
 - Campus Steam System Repairs 2022
 - Class Gate Tunnel Rehabilitation
 - Gamertsfelder Hall Restroom and HVAC Renovation
 - Ping Center Roof Replacement
 - Porter and Lindley Halls Window Replacement
 - Scott Quad Demolition
 - Washington Hall Make-up Air and Chilled Water

- Continued construction progress (Projects over \$500,000):
 - Alden Library Air Handlers 3 and 4 Replacement
 - Clippinger Renovation Phase 2
 - Grosvenor Hall Administrative Relocation
 - Russ Research Opportunity Center
 - Weld House Demolition

2022 Active Capital Project Schedules



Project Name	Project Manager	Current Phase	Funding Sources						Budget		Expenditures	Schedule	
			Internal Bank Financing	Central University Funding Request	Century Bond Bank	External Funding	State Capital	Departmental Funding	Original	Current		Start Date	Substantial Completion Date
Phase definitions: A project is in the Conceptual Phase until the scope, schedule, budget and funding are determined. Then PreDesign occurs until the architect/engineer is under contract. Design occurs until the contract is issued for Construction, and upon Substantial Completion the Closeout phase begins. This phase continues until the appropriate documents are archived and the project is closed financially.													
Grover Center W174 Carpet Replacement 2022	Jason Farmer	0 - Conceptual							\$ -	\$ -	\$ -	5/17/2022	
Sook Academic Center Suites Window and Audio Update 2022	Tamra Ansel	0 - Conceptual							\$ -	\$ -	\$ -	5/16/2022	
Nelson Dining Hall Equipment and Sink Addition 2022	Jason Farmer	0 - Conceptual							\$ -	\$ -	\$ -	5/9/2022	
WOUB Ironton Equipment Shelter and Generator Installation 2022	Tamra Ansel	0 - Conceptual							\$ -	\$ -	\$ -	5/9/2022	
Bryan Hall HVAC and Life Safety Upgrades 2022	Brody Bauers	0 - Conceptual							\$ 8,400,000	\$ 8,400,000	\$ -	4/27/2022	
Konneker Research Center Fire Alarm System Replacement 2022	Tamra Ansel	0 - Conceptual							\$ -	\$ -	\$ -	4/13/2022	
Aquatic & Ping Center Deferred Maintenance Studies 2022	Tony Bertino	0 - Conceptual							\$ -	\$ -	\$ -	4/6/2022	
OUS Riffe Center Boiler Replacement 2022	Tamra Ansel	0 - Conceptual							\$ -	\$ -	\$ -	3/29/2022	
OUC South Point Hospital Classroom Expansion 2022	Jason Farmer	0 - Conceptual							\$ -	\$ -	\$ -	3/1/2022	
Athens Campus Chilled Water Distribution System Study 2022	Brody Bauers	0 - Conceptual							\$ -	\$ -	\$ -	2/22/2022	
Hudson Health Hot Water Heater Installation 2022	Brody Bauers	0 - Conceptual							\$ -	\$ -	\$ -	2/22/2022	
Bio-Chemistry HVAC Performance Contract 2022	Brody Bauers	0 - Conceptual						X	\$ 10,000	\$ 10,000	\$ -	1/28/2022	
Stocker Center 044 Additional Outlets 2022	Tamra Ansel	0 - Conceptual							\$ -	\$ -	\$ -	12/20/2021	
Grosvenor Hall 000008 Door Installation 2022	Brody Bauers	0 - Conceptual							\$ -	\$ -	\$ -	11/19/2021	
Facilities Shops Fencing Installation 2021	Brody Bauers	0 - Conceptual							\$ -	\$ -	\$ -	10/31/2021	
Sculpture Studio Room 101 Outlet Installation	Brody Bauers	0 - Conceptual							\$ -	\$ -	\$ -	9/14/2021	
Green Roof Bicycle Shelter 2021	Brody Bauers	0 - Conceptual		X					\$ 17,141	\$ 17,141	\$ 963	1/14/2021	
Campus Steam System Repairs 2023	Brody Bauers	0 - Conceptual							\$ 900,000	\$ 900,000	\$ -	12/6/2021	9/1/2023
College Green Tunnel Rehabilitation 2022	Brody Bauers	0 - Conceptual							\$ 3,378,400	\$ 3,378,400	\$ -	12/6/2021	9/1/2023
OUS Campus Security Improvements 2022	Tamra Ansel	0 - Conceptual							\$ 126,400	\$ 126,400	\$ -	3/7/2022	1/6/2023
Athens Campus Roof Repairs 2022	Brody Bauers	0 - Conceptual						X	\$ 1,000,000	\$ 1,000,000	\$ 15,370	11/19/2021	10/14/2022
Admissions Tour Route Improvements 2022	Tamra Ansel	0 - Conceptual							\$ 200,000	\$ 200,000	\$ -	5/9/2022	8/18/2022
Galbreath Chapel Steeple Repair 2022	Tony Bertino	0 - Conceptual						X	\$ 50,000	\$ 50,000	\$ -	12/20/2021	6/23/2022
Stocker 418 Wall Assessment 2021	Brody Bauers	0 - Conceptual							\$ -	\$ -	\$ -	2/17/2021	4/26/2021
Kennedy Museum Room 100002 Additional Outlet 2020	Candace Vlasak	1 - PreDesign				X			\$ 4,000	\$ 4,000	\$ -	10/13/2021	
Stocker Center Deferred Maintenance and Programmatic Renovation 2022	Tony Bertino	1 - PreDesign							\$ 14,700,000	\$ 14,700,000	\$ -	1/28/2022	9/23/2026
OUL HVAC and Energy Improvements Phase III 2022	Stephanie Ruth	1 - PreDesign							\$ 2,360,400	\$ 2,360,400	\$ -	3/29/2022	7/24/2024
Putnam Hall Windows Replacement 2023	Candace Vlasak	1 - PreDesign							\$ 525,000	\$ 525,000	\$ -	12/6/2021	8/18/2023
Research and Technology Center Demolition 2022	Stephanie Ruth	1 - PreDesign							\$ 3,250,000	\$ 3,250,000	\$ -	11/19/2021	8/18/2023
Boyd, Sargent, Treudley, Tiffin Lobbies Renovation 2022	Candace Vlasak	1 - PreDesign							\$ 6,500,000	\$ 6,500,000	\$ -	4/11/2022	8/16/2023
OUC Elson Hall West Roof Replacement 2022	Candace Vlasak	1 - PreDesign							\$ 475,000	\$ 475,000	\$ -	3/29/2022	8/10/2023
Grosvenor Hall & Grosvenor West Roof Replacements 2022	Tony Bertino	1 - PreDesign							\$ 1,300,000	\$ 1,300,000	\$ -	12/6/2021	7/24/2023
OUL Brasee Hall Nursing Renovations Phase I 2022	Stephanie Ruth	1 - PreDesign							\$ 602,500	\$ 602,500	\$ -	4/11/2022	7/21/2023
Porter Hall Flat Roof Replacement 2022	Jason Farmer	1 - PreDesign							\$ 504,625	\$ 504,625	\$ -	1/13/2022	7/21/2023
OUC Campus Security Improvements 2022	Stephanie Ruth	1 - PreDesign							\$ 146,000	\$ 146,000	\$ -	3/28/2022	1/6/2023
OUC Campus Security Improvements 2022	Candace Vlasak	1 - PreDesign						X	\$ 42,984	\$ 42,984	\$ 1,410	8/10/2021	10/21/2022
Alden Library 207 Reconfiguration 2022	Jason Farmer	1 - PreDesign						X	\$ 148,600	\$ 148,600	\$ -	4/6/2022	10/12/2022
OUL Herrold Hall 125 Asphalt Lab Relocation Electrical Improvements 2022	Stephanie Ruth	1 - PreDesign							\$ -	\$ -	\$ -	5/12/2022	8/26/2022
Hebbardsville Large Animal Facility Build Out 2022	Tamra Ansel	1 - PreDesign						X	\$ 197,550	\$ 197,550	\$ 2,228	2/28/2022	8/22/2022
Convocation Center Women's Basketball Nutrition Station Update 2022	Stephanie Ruth	1 - PreDesign							\$ -	\$ -	\$ -	5/9/2022	8/12/2022
Glidden Hall Structural Analysis 2022	Candace Vlasak	2 - Design			X				\$ 25,000	\$ 25,000	\$ 12,141	11/19/2021	
Convocation Center Electrical, HVAC and Fire System Improvements 2021	Tony Bertino	2 - Design			X				\$ 15,298,818	\$ 15,298,818	\$ 215,568	7/21/2021	11/11/2024
Old Heating Plant Switchgear 2021	Brody Bauers	2 - Design			X				\$ 8,810,000	\$ 8,810,000	\$ 205,589	2/24/2021	8/22/2024

Project Name	Project Manager	Current Phase	Funding Sources						Budget		Expenditures	Schedule	
			Internal Bank Financing	Central University Funding Request	Century Bond Bank	External Funding	State Capital	Departmental Funding	Original	Current		Start Date	Substantial Completion Date
Clippinger Renovation Phase III 2021	Garrett Karr	2 - Design	X						\$ 28,659,529	\$ 34,321,483	\$ 1,331,012	9/14/2020	2/19/2024
Gamertsfelder & Washington Hall Window Replacement 2022	Garrett Karr	2 - Design						X	\$ 3,300,000	\$ 3,300,000	\$ 13,961	1/26/2022	8/8/2023
Nelson Dining Hall Flooring Replacement 2022	Stephanie Ruth	2 - Design						X	\$ 900,000	\$ 900,000	\$ 5,571	12/20/2021	7/31/2023
OUL HVAC and Energy Efficiency Improvements Phase II 2021	Stephanie Ruth	2 - Design					X		\$ 3,662,726	\$ 3,662,726	\$ 73,080	5/24/2021	7/24/2023
Ridges Building 33 Voltage Transition 2021	Garrett Karr	2 - Design			X				\$ 1,650,000	\$ 1,650,000	\$ 93,580	7/21/2021	6/29/2023
Alden Cafe Bibliotech Improvements 2022	Garrett Karr	2 - Design						X	\$ 310,000	\$ 310,000	\$ -	1/20/2022	6/7/2023
Peden Tower Roof Replacement 2022	Gem Stone	2 - Design			X				\$ 600,000	\$ 600,000	\$ 6,554	11/18/2021	3/30/2023
66 University Terrace Interior Refresh 2022	Candace Vlasak	2 - Design						X	\$ 157,700	\$ 157,700	\$ 1,384	1/31/2022	3/13/2023
OUL Interior Signage Replacement 2022	Stephanie Ruth	2 - Design						X	\$ 27,500	\$ 27,500	\$ 623	8/10/2021	2/13/2023
Ridges Building 33 Deaerator Replacement 2021	Brody Bauers	2 - Design			X				\$ 530,000	\$ 530,000	\$ -	7/20/2021	1/30/2023
Peden Tower 2nd Floor Refresh 2022	Gem Stone	2 - Design				X			\$ 375,000	\$ 375,000	\$ 7,924	9/22/2021	1/16/2023
Konneker Research Center 006 & 021 Lab Relocation 2022	Candace Vlasak	2 - Design		X					\$ 46,700	\$ 46,700	\$ 415	2/15/2022	12/23/2022
Walter Hall 235 Classroom Renovation 2022	Gem Stone	2 - Design		X					\$ 480,000	\$ 450,000	\$ 32,295	2/6/2019	12/14/2022
Survivor Advocacy Program Office Expansion 2022	Gem Stone	2 - Design						X	\$ 37,000	\$ 37,000	\$ 1,005	2/2/2022	12/8/2022
HVAC Controls FY22	Tony Bertino	2 - Design						X	\$ 550,000	\$ 550,000	\$ 11,094	7/20/2021	11/30/2022
Bromley Hall Building Based Heating System 2022	Brody Bauers	2 - Design						X	\$ 600,000	\$ 600,000	\$ 39,396	9/14/2021	11/24/2022
Peden Boiler and Domestic Hot Water Tank Replacement 2022	Stephanie Ruth	2 - Design			X				\$ 500,000	\$ 500,000	\$ 35,630	7/22/2021	11/15/2022
Bleacher Inspections 2022	Brody Bauers	2 - Design		X					\$ 50,000	\$ 50,000	\$ 1,426	12/20/2021	10/26/2022
Seigfred Hall HVAC Improvements 2021	Tony Bertino	2 - Design			X				\$ 250,000	\$ 250,000	\$ 14,757	9/14/2021	10/6/2022
Copeland Hall Elevator Repairs/Replacement FY22	Candace Vlasak	2 - Design			X				\$ 475,000	\$ 475,000	\$ 10,530	7/20/2021	9/5/2022
Alden Library 3rd Floor Carpet Replacement 2022	Jason Farmer	2 - Design						X	\$ 192,200	\$ 192,200	\$ -	4/5/2022	8/26/2022
Convocation Center Courtside Table Electrical Supply 2022	Tony Bertino	2 - Design						X	\$ 11,000	\$ 11,000	\$ -	12/6/2021	8/25/2022
McGuffey Hall ADA Improvements 2022	Gem Stone	2 - Design						X	\$ 137,000	\$ 137,000	\$ 17,008	9/3/2021	8/24/2022
Ridges Building 18 First Floor Renovation 2022	Candace Vlasak	2 - Design		X					\$ 356,550	\$ 356,550	\$ 3,668	3/1/2022	8/17/2022
OUZ Elson Hall Restroom Improvements 2022	Candace Vlasak	2 - Design						X	\$ 125,000	\$ 125,000	\$ 9,156	8/10/2021	8/17/2022
Peden Tower Football Locker Room Painting 2022	Gem Stone	2 - Design				X			\$ 45,000	\$ 63,000	\$ 465	3/22/2022	8/8/2022
OUZ Elson Hall Masonry Repairs 2020	Candace Vlasak	2 - Design						X	\$ 150,000	\$ 150,000	\$ 11,937	9/1/2021	8/8/2022
Baker Center West 82 Renovation 2022	Jason Farmer	2 - Design						X	\$ 300,000	\$ 300,000	\$ 18,095	1/4/2022	8/5/2022
Innovation Center Window Reseal 2022	Stephanie Ruth	2 - Design						X	\$ 14,200	\$ 14,200	\$ 225	2/22/2022	8/2/2022
Nelson Dining Hall Television Installation 2022	Stephanie Ruth	2 - Design						X	\$ 81,620	\$ 81,620	\$ 540	3/7/2022	7/29/2022
Grover Center E115 Cabinetry 2021	Stephanie Ruth	2 - Design						X	\$ 36,000	\$ 36,000	\$ 480	3/1/2022	7/29/2022
Muck Business Annex Elevator Pit Sump Pump 2022	Stephanie Ruth	2 - Design						X	\$ 7,500	\$ 44,696	\$ 1,494	9/29/2021	7/29/2022
Lindley Hall Veterans Center 2021	Gem Stone	2 - Design						X	\$ 95,000	\$ 95,000	\$ 4,982	1/22/2021	7/29/2022
Multi-Phase Technology Corrosion Center 118, 126 & 127 Equipment Modifications 2022	Candace Vlasak	2 - Design						X	\$ 200,000	\$ 200,000	\$ 1,485	3/7/2022	7/18/2022
OUZ Elson Hall Entrance and Accessibility Improvements 2020	Candace Vlasak	2 - Design						X	\$ 73,000	\$ 73,000	\$ 7,799	9/10/2019	7/18/2022
Alden Library 230 Lobby Repurpose 2022	Gem Stone	2 - Design						X	\$ 5,000	\$ 6,000	\$ -	2/22/2022	6/28/2022
Grover Furniture Replacement 2022	Stephanie Ruth	2 - Design		X					\$ 109,000	\$ 109,000	\$ 3,375	6/16/2021	6/15/2022
Peden Stadium Handrail Study 2022	Tamra Ansel	2 - Design		X					\$ 10,000	\$ 10,000	\$ 600	11/19/2021	4/29/2022
Convocation Center E169 Graphics 2021	Stephanie Ruth	2 - Design						X	\$ 50,000	\$ 50,000	\$ 25,666	6/30/2021	4/12/2022
Baker & Nelson Shade Installation 2021	Tamra Ansel	2 - Design						X	\$ 200,000	\$ 200,000	\$ 15,897	4/12/2021	4/11/2022
Convocation Center E150 Graphics 2021	Stephanie Ruth	2 - Design						X	\$ 25,000	\$ 25,000	\$ 1,479	6/30/2021	3/14/2022
Peden Stadium Structural Study 2022	Brody Bauers	2 - Design			X				\$ 25,000	\$ 25,000	\$ 24,843	8/10/2021	12/23/2021
Regional Higher Education Classroom Refresh 2021	Stephanie Ruth	2 - Design		X					\$ 480,697	\$ 480,697	\$ 21,129	7/5/2021	8/12/2021
Irvine Masonry Remediation Study 2021	Brody Bauers	2 - Design			X				\$ 20,000	\$ 20,000	\$ 18,538	11/5/2020	3/17/2021
Gamertsfelder Hall Restroom & HVAC Renovation 2022	Garrett Karr	3 - Construction						X	\$ 10,750,000	\$ 10,750,000	\$ 306,894	8/10/2021	5/15/2023

Project Name	Project Manager	Current Phase	Funding Sources						Budget		Expenditures	Schedule	
			Internal Bank Financing	Central University Funding Request	Century Bond Bank	External Funding	State Capital	Departmental Funding	Original	Current		Start Date	Substantial Completion Date
Chubb Hall HVAC 2020	Brody Bauers	3 - Construction					X		\$ 2,200,000	\$ 2,200,000	\$ 187,187	2/10/2020	4/7/2023
Porter and Lindley Halls Window Replacement 2019	Tony Bertino	3 - Construction	X						\$ 3,399,452	\$ 3,399,452	\$ 282,673	3/4/2019	11/29/2022
Ping Center Roof Replacement 2020	Tamra Ansel	3 - Construction			X				\$ 3,300,000	\$ 3,300,000	\$ 189,709	2/6/2020	11/28/2022
Bush Airport Apron Rehabilitation 2021	Garrett Karr	3 - Construction		X					\$ 1,715,475	\$ 1,688,000	\$ 144,460	2/22/2021	11/2/2022
Russ Research Opportunity Center	Gem Stone	3 - Construction	X						\$ 30,100,000	\$ 31,100,000	\$ 13,904,472	4/16/2018	10/20/2022
Aquatic Center Roof Replacement 2021	Tony Bertino	3 - Construction			X				\$ 2,000,000	\$ 2,000,000	\$ 137,323	4/6/2021	10/11/2022
Botanical Research HVAC Replacement 2019	Garrett Karr	3 - Construction					X		\$ 488,475	\$ 488,475	\$ 59,631	3/19/2019	9/15/2022
Class Gate Tunnel Rehabilitation 2021	Brody Bauers	3 - Construction					X		\$ 2,649,400	\$ 1,999,400	\$ 228,772	7/21/2021	9/2/2022
NPHC Garden 2021	Tamra Ansel	3 - Construction		X					\$ 115,000	\$ 400,000	\$ 20,470	5/3/2021	9/2/2022
OUS Academic Center DX Unit Replacement 2022	Tamra Ansel	3 - Construction					X		\$ 335,500	\$ 335,500	\$ 5,580	12/3/2021	8/31/2022
Memorial Auditorium Alumni Room Renovation 2022	Garrett Karr	3 - Construction							\$ 75,000	\$ 75,000	\$ -	4/5/2022	8/30/2022
Scott Quad Demolition 2022	Garrett Karr	3 - Construction			X				\$ 3,622,000	\$ 3,622,000	\$ 149,356	11/2/2021	8/26/2022
OUS Exterior Door Repair & Replacement 2022	Tamra Ansel	3 - Construction					X		\$ 50,000	\$ 50,000	\$ 2,016	8/10/2021	8/22/2022
Washington Hall Make Up Air & Chilled Water	Brody Bauers	3 - Construction					X		\$ 1,400,000	\$ 1,400,000	\$ 129,667	8/1/2019	8/19/2022
Clippinger Renovation Phase 2	Garrett Karr	3 - Construction	X						\$ 33,622,000	\$ 38,608,363	\$ 26,107,316	8/24/2018	8/16/2022
Hwa Wei Lee Exterior Drainage and Envelope Improvements 2021	Tony Bertino	3 - Construction					X		\$ 110,000	\$ 110,000	\$ 59,175	6/23/2021	8/12/2022
Campus Steam System Repairs 2022	Brody Bauers	3 - Construction			X				\$ 600,000	\$ 600,000	\$ 67,805	7/22/2021	8/10/2022
Weld House Demolition 2021	Tony Bertino	3 - Construction					X		\$ 2,500,000	\$ 2,500,000	\$ 763,106	3/3/2021	8/9/2022
North Green Watermain Replacement 2021	Tamra Ansel	3 - Construction			X				\$ 400,000	\$ 400,000	\$ 41,378	7/21/2021	8/4/2022
Athens Campus Parking Lot Maintenance 2022	Jason Farmer	3 - Construction					X		\$ 150,000	\$ 150,000	\$ 2,952	12/6/2021	8/2/2022
Peden Stadium Turf Replacement 2022	Tamra Ansel	3 - Construction		X					\$ 1,300,000	\$ 1,300,000	\$ 7,980	3/7/2022	7/22/2022
Boyd Dining Hall Counter Access Points 2022	Jason Farmer	3 - Construction					X		\$ 20,000	\$ 30,000	\$ 720	12/20/2021	7/22/2022
Porter and Lin Halls Fire Panel Replacement 2021	Tamra Ansel	3 - Construction			X				\$ 150,000	\$ 150,000	\$ 10,953	7/21/2021	7/22/2022
Grosvenor Hall Elevator Replacement 2021	Candace Vlasak	3 - Construction			X				\$ 450,000	\$ 450,000	\$ 43,151	11/4/2020	7/20/2022

Audit and Risk Management Committee Meeting



OHIO
UNIVERSITY

Interoffice Communication

Date: May 26, 2022

To: The President and Board of Trustees

From: Marion L. Candrea, Chief Audit Executive

Re: **Audit and Risk Management Committee Meeting**

Internal Audit will present an update on office activities at the June 14, 2022 Audit and Risk Management Committee meeting. The status of FY22 *Annual Audit Plan* projects will be reviewed, along with a presentation on the development of the FY23 *Annual Audit Plan*. The proposed FY23 *Annual Audit Plan* will be presented to the committee along with a resolution to the Board of Trustees for approval of the plan. Following this presentation, the Board will move into Executive Session for an Enterprise Risk Management update.

June 14, 2022

FY22 Audit Plan Status Update

Tab ; pg

FY22 Audit Plan Status

Audit	Status	Report Date
Complete FY21 Audit Work in Progress <ul style="list-style-type: none"> • ICA Compliance • Institutional Research (IEA) 	ICA: Complete IEA: Complete	ICA: <i>Pending</i> IEA: January 5, 2022
IT General Controls	Complete	February 1, 2022
NCAA Agreed Upon Procedures	Complete	January 12, 2022
Russ College of Engineering and Technology	Fieldwork	<i>Summer 2022</i>
Export Controls	Reporting	<i>Summer 2022</i>
Instructional Innovation	Planning	<i>Fall 2022</i>
NCAA Rotational Audit – Governance	Fieldwork	<i>Summer 2022</i>
NCAA Rotational Audit – Rules Education	Deferred	N/A

**INTERNAL AUDIT
ANNUAL AUDIT PLAN**

RESOLUTION 2022

WHEREAS, the Board of Trustees of Ohio University has established an independent, objective assurance and appraisal activity to evaluate and improve effectiveness of risk management and internal management controls, and

WHEREAS, the Board of Trustees has approved an Ohio University Internal Audit Charter requiring Board of Trustees authorization of an annual audit plan initiated to evaluate internal management controls, and

WHEREAS, the Chief Audit Executive charged with initiating audits pursuant to the plan proposes an annual audit plan for authorization by the University Trustees, and

WHEREAS, the proposed plan will be conducted during the period of July 2022 through June 2023, and

WHEREAS, time for consultations and unplanned special projects is separately allotted in the audit plan. Further revisions to the plan will be administratively reviewed and approved by the President and the Chair of the Audit and Risk Management Committee.

NOW, THEREFORE, BE IT RESOLVED that the Ohio University Board of Trustees does authorize the proposed audit plan.



OHIO
UNIVERSITY

Interoffice Communication

Date: May 26, 2022

To: The President and Board of Trustees

From: Marion L. Candrea, Chief Audit Executive

Re: **Proposed FY23 *Annual Audit Plan***

Overview

The Institute of Internal Auditors (IIA) professional auditing *Standards* requires that the internal audit function develop a risk-based annual audit plan that aligns internal audit priorities with institutional objectives. The following document represents the Office of Internal Audit's proposed *Annual Audit Plan (Plan)* for fiscal year 2023. This *Plan* will be presented to the Ohio University Board of Trustees for approval at the June 14, 2022 Audit and Risk Management Committee meeting.

The *Plan* shows the audit services we expect to provide between July 1, 2022 and June 30, 2023 in addition to other activities the department will dedicate resources to in an effort to strengthen the University's practices regarding internal controls, risk management, and governance. The *Plan* includes internal audits selected based on an entity-wide risk assessment, input from key stakeholders and senior leadership at the University, prior audit history, and emerging industry trends.

Development of the Annual Audit Plan

The annual planning process consists of information gathering and analysis designed to identify existing and emerging risks. Various methods are used to obtain such information. For example, the Chief Audit Executive held discussions with key leaders from both administrative and academic units across the university to gather feedback on institutional risks and any specific areas of concern. We also review current trends in the higher education risk landscape, areas of focus by regulatory agencies, and any unique circumstances applicable to OHIO's geographic location and athletic conference division.

The planning process also includes a re-examination of the University's "audit universe" to ensure that all activities are considered when selecting audits for the annual audit plan. This year, Internal Audit expanded on the established "audit universe" to include not only auditable units, but also high-level processes and information technology risks that were rated and assessed for

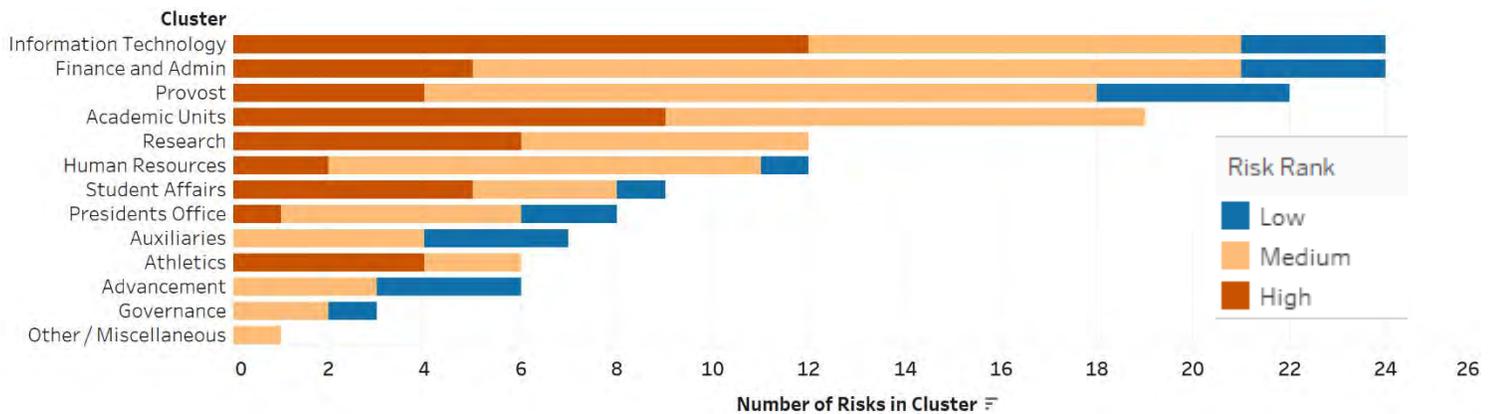
future audits. This expansion resulted in an operational risk assessment of 153 auditable entities (i.e., units or activities). Units were ranked on the following six criteria:

1. Reputational Risk & Stakeholder Concerns
2. Changes in Personnel, Systems, or Processes
3. Control Environment and Control Design Effectiveness
4. Inherent Risk
5. Prior Internal/External Audits (including date of last internal audit)
6. Materiality

Processes were ranked on similar but slightly modified attributes, which included:

1. Financial Impact
2. Regulatory Oversight
3. Potential for waste, fraud, or abuse
4. Changes in Personnel, Systems, or Processes
5. Complexity
6. Management Concern

The results of the assessment were consolidated to categorize each of the 153 auditable entities as either “High,” “Medium,” or “Low” risk. 48 entities were ranked “High,” 84 were ranked “Medium,” and 21 were ranked “Low.” A ranking of “High” would not necessarily indicate that the activity is perceived to have control weaknesses, but rather reflects the potential impact a negative event could have on the institution’s goals and objectives, or the likelihood with which such an event could occur. The 153 auditable entities were also grouped into Clusters. The table below represents the results of our risk assessment showing a breakdown of the number of “High,” “Medium,” and “Low” risks by Cluster.



With the number of auditable entities and the number of available resources, it is important to think strategically about how to cover the areas of high and medium risk over a longer term period of time, while also allowing for flexibility and ad hoc management requests as they arise throughout the year. As such, this year we developed a 3-year rolling audit plan to drive development of the proposed FY23 *Annual Audit Plan* that will be presented to the Board. Please see Appendix A for the 3-year rolling audit plan.

Proposed FY23 Annual Audit Plan

Taking into consideration the results of the risk assessment and external risk factors, and balancing the bandwidth of the department's available resources, below is the Office of Internal Audit's proposed FY23 *Annual Audit Plan* presented for approval:

Proposed FY23 Annual Audit Plan	
Complete FY22 Audit Work in Progress - Export Controls - NCAA Rotational Audit – Governance - Russ College of Engineering and Technology - Instructional Innovation	Unit(s) / Processes
NCAA Rotational Audit – Rules Education	Compliance
Voinovich School of Leadership and Public Affairs	Unit
Global Affairs	Unit
HCOM – Body Donor Program	Process
Cost Transfers	Process
PCI-DSS	IT
Time and Attendance System (Workforce)	IT / Integrated
NCAA Agreed Upon Procedures	External audit support

In addition to the audits listed above on the *Plan*, the internal audit department will allocate resources to the following activities:

External Non-Audit Activities:

- Enterprise Risk Management Initiative
- Continuous monitoring activities (Pcard, Shared Storage)
- Higher Learning Commission audit-readiness
- Construction auditing support
- Serve on Committees and Task Forces
- University hotline monitoring and investigations
- Other special projects and ad-hoc management requests
- Participation in industry-related peer groups and organizations

Internal Projects:

- Quality Assurance Review self-assessment
- Annual plan risk assessment

This *Plan* allows for flexibility in our services to address emerging risks as they are identified and evolve throughout the year. The team within the Office of Internal Audit is eager to work with university leaders to add value across Ohio University. If you have any questions or comments about the *Plan*, or if you would like to discuss further any services that internal audit can provide, please do not hesitate to contact me directly.

Appendix A: 3-year rolling audit plan

As part of its strategic planning efforts, Internal Audit developed a 3-year rolling audit plan when looking at the long-term coverage of risk areas. Please note, only the upcoming FY23 *Plan* requires approval from the Board of Trustees. The 3-year plan is meant to provide the Audit and Risk Management Committee with insight into the long-term planning strategies of Internal Audit. Any items noted for FY24 and FY25 are subject to change on future *Plans*.

Auditable Unit	Audit Type	FY23	FY24	FY25
Financial / Operational Audits				
Voinovich School of Leadership and Public Affairs	Unit	✓		
Global Affairs	Unit	✓		
Body Donor Program	Process	✓		
Cost Transfers	Process	✓		
HCOM	Unit		✓	
Graduate College	Unit		✓	
Title IX	Process		✓	
Office of Sustainability: Reporting	Process		✓	
University College	Unit			✓
Regional Campus Audits	Unit			✓
Real Estate Operations	Unit			✓
IT Audits				
PCI-DSS - All Merchants	IT	✓		
Time and Attendance System (Workforce)	Integrated	✓		
IT General Controls	IT		✓	
Swipe Card Access	IT			✓
Document Management System (OnBase)	IT			✓
Compliance Reviews				
NCAA Rotating Compliance Audit	Compliance	✓	✓	✓
Research: Conflict of Interest	Compliance		✓	
I-9 Employment Eligibility	Compliance			✓

June 14, 2022

FY23 Annual Audit Plan

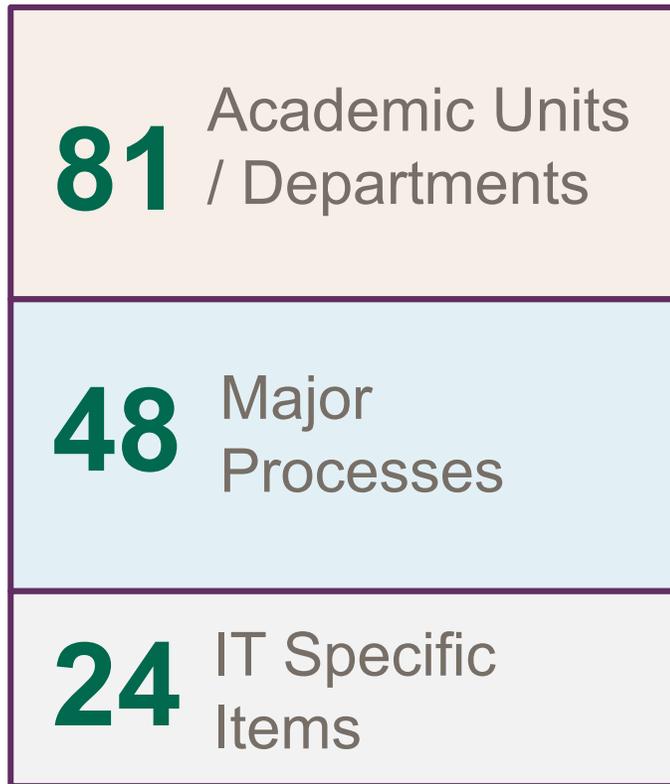
Consent

Tab ; pg

Annual Audit Plan – Development



Expanded Risk Assessment



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Auditable Entities

Clusters

Academic Units/Colleges

President's Office

Athletics

Division of Student Affairs

Advancement

EVP and Provost

Research

Finance and Administration

Human Resources

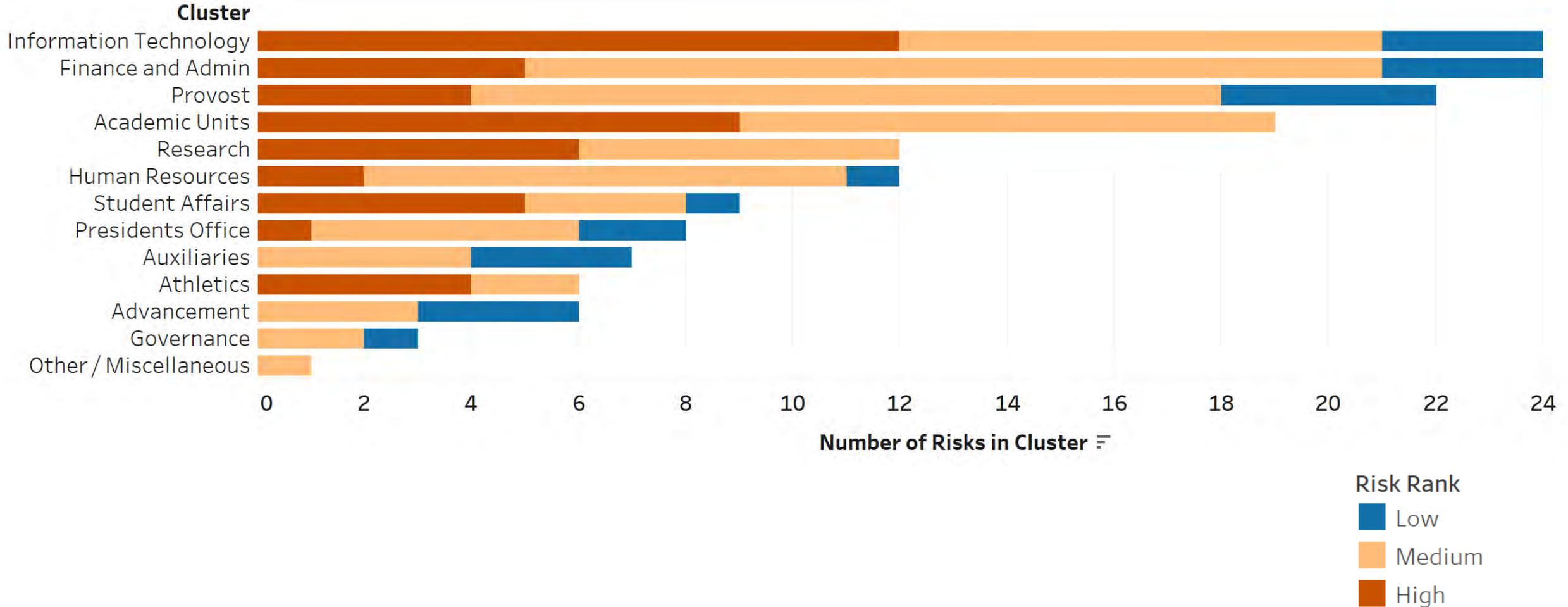
Central IT

Auxiliaries

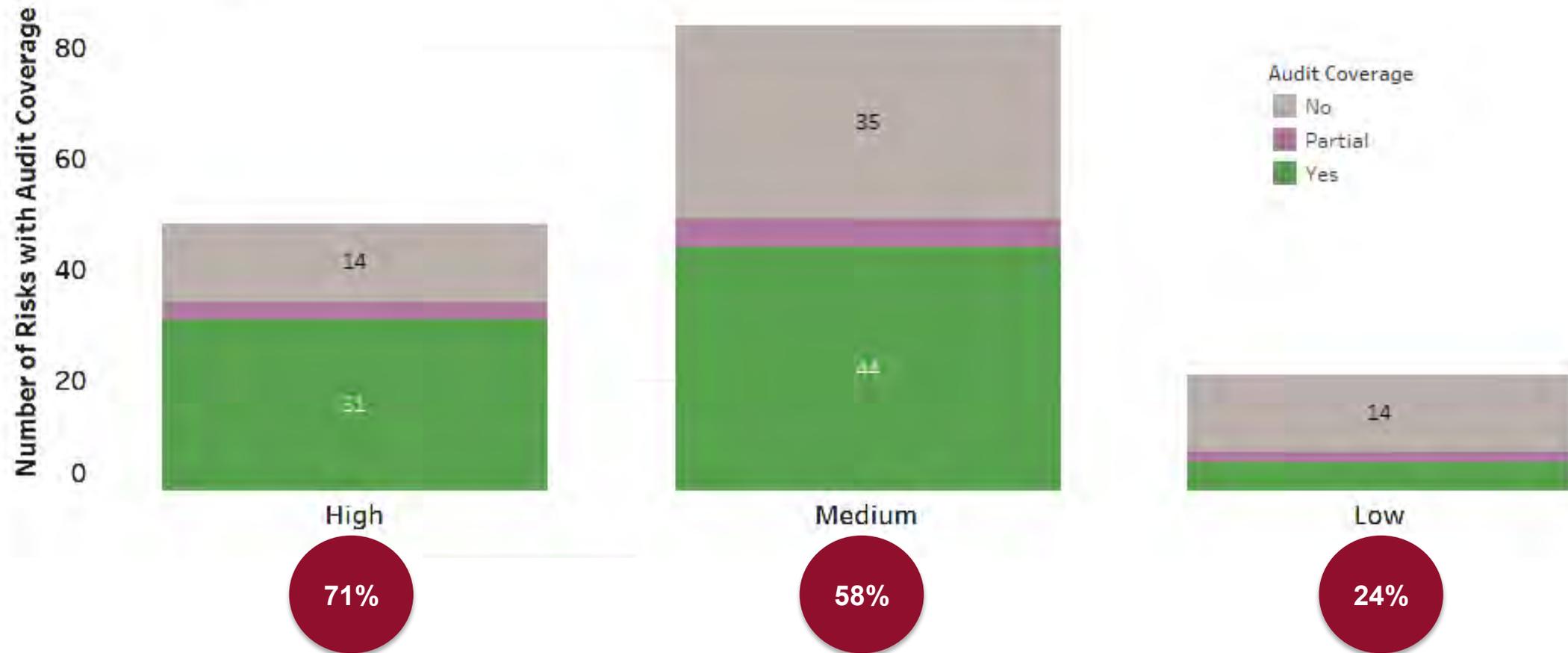
Governance

Other Operations and Processes

Risk Rankings by Cluster



Audit Coverage of Risk Rankings



Full or partial audit coverage between FY15 and FY25 (*planned*)

Proposed FY23 Annual Audit Plan

Audit Project

	Unit(s) / Processes
Complete FY22 Audit Work in Progress <ul style="list-style-type: none"> • Export Controls • NCAA Rotational Audit – Governance • Russ College of Engineering and Technology • Instructional Innovation 	
NCAA Rotational Audit – Rules Education	Compliance
Voinovich School of Leadership and Public Affairs	Unit
Global Affairs	Unit
HCOM – Body Donor Program	Process
Cost Transfers	Process
PCI-DSS	IT
Time and Attendance System (Workforce)	IT / Integrated
NCAA Agreed Upon Procedures	External audit support

Other Internal Audit Activities

External Non-Audit Activities:

- Enterprise Risk Management Initiative
- Continuous monitoring activities (Pcard, Shared Storage)
- Higher Learning Commission audit-readiness
- Construction auditing support
- Serve on Committees and Task Forces
- University hotline monitoring and investigations
- Other special projects and ad-hoc management requests
- Participation in industry-related peer groups and organizations

Internal Projects:

- Quality Assurance Review self-assessment
- Annual plan risk assessment

FY23 Annual Internal Audit Plan

Consent

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INTERNAL AUDIT ANNUAL AUDIT PLAN

RESOLUTION 2022

WHEREAS, the Board of Trustees of Ohio University has established an independent, objective assurance and appraisal activity to evaluate and improve effectiveness of risk management and internal management controls, and

WHEREAS, the Board of Trustees has approved an Ohio University Internal Audit Charter requiring Board of Trustees authorization of an annual audit plan initiated to evaluate internal management controls, and

WHEREAS, the Chief Audit Executive charged with initiating audits pursuant to the plan proposes an annual audit plan for authorization by the University Trustees, and

WHEREAS, the proposed plan will be conducted during the period of July 2022 through June 2023, and

WHEREAS, time for consultations and unplanned special projects is separately allotted in the audit plan. Further revisions to the plan will be administratively reviewed and approved by the President and the Chair of the Audit and Risk Management Committee.

NOW, THEREFORE, BE IT RESOLVED that the Ohio University Board of Trustees does authorize the proposed audit plan.

Main Board Meeting



OHIO
UNIVERSITY

Board of Trustees

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

Board Meeting Minutes

April 7, 8, 2022

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**Ohio University Board of Trustees
Meeting of the Board of Trustees
Thursday, April 7, 2022
Athens OH**

Chair Cary Cooper called the April Meeting of the Ohio University Board of Trustees to order at 8:06 am.

Roll Call

Board Secretary David Moore called roll.

Present: Chair Cary Cooper; Vice Chair Peggy Viehweger; Trustees Scott Borgemenke, Steve Casciani, Janelle Coleman, Matthew Evans, Lorrie Platt, Diane Smullen; National Trustee Harvey; Regional Trustee Crosby; Alumni Representative Laturell; Student Trustees Ellen Gill and Sarah Ladipo; President Hugh Sherman, and Board Secretary David Moore.

Approval of Agenda

Chair Cooper asked to approve the agenda for the April 2022 Meeting of the Board of Trustees; Trustee Evans moved the Board; Trustee Casciani seconded; Chair Cooper called for a vote; with all in favor, the agenda was approved.

Approval of Minutes

Chair Cooper asked to approve the minutes of the January 2022 meeting of the Board of Trustees; Chair Viehweger moved the Board; Trustee Borgemenke seconded; Chair Cooper called for a vote; the minutes were approved.

Chair Cooper reviewed the agenda for the day.

Governance and Compensation Committee

Chair Cooper asked Committee Chair Platt to conduct the Governance and Compensation Committee.

Committee Chair Platt remind everyone that the members of the Governance and Compensation Committee are: trustees, Casciani, Coleman, Crosby, Harvey, Ladipo, and herself and that the voting trustees on the committee are: Trustees Casciani, Coleman, and herself.

Committee Chair Platt stated that the Committee has three resolutions to consider.

The first resolution was the Election of the Chair of the Board of Trustees Resolution. Committee Chair Platt asked if there was a motion to send the resolution to the full board with a recommendation for approval; Trustee Coleman moved the committee; Trustee Platt seconded the motion; Committee Chair Platt called for a vote; The motion passed unanimously.

The second resolution was the Election of the Vice Chair of the Board of Trustees Resolution. Committee Chair Platt asked if there was a motion to send the resolution to the full board with a recommendation for approval; Committee Chair Platt moved the committee; Trustee Coleman seconded the motion; Committee Chair Platt called for a vote; The motion passed unanimously.

Finally, Committee Chair Platt stated that at the January 2022 meeting, this committee recommend that a resolution be introduced at this meeting to modify the bylaws to permit remote attendance under certain circumstances. Changes in the bylaws require the Trustees to be presented with the proposed changes 30 days in advance. That requirement has been met.

Committee Chair Platt asked if there was a motion to send the Remote Meeting Attendance Resolution to the full board with a recommendation for approval; Committee Chair Platt moved the committee; Trustee Coleman seconded the motion; Committee Chair Platt called for a vote; The motion passed unanimously.

Committee Chair Platt stated that the committee had an information item in the Agenda regarding the Annual Human Resources Report.

Committee Chair Platt concluded the Governance and Compensation Committee at
XXXXXX

Chair Cooper thanked the Governance and Compensation Committee.

Chair Cooper called for a motion to approve the Election of the Chair of the Board Resolution.

ELECTION OF CHAIR

RESOLUTION 2022 – 3977

RESOLVED, that Peggy Viehweger be elected Chair of the Board of Trustees for the year beginning May 14, 2022, and ending May 13, 2023.

Chair Cooper called for a motion; Trustee Casciani moved the committee; Trustee Evans seconded the motion; Chair Cooper called for a vote; the motion passed unanimously.

Chair Cooper called for a motion to approve the Election of the Vice Chair of the Board Resolution.

ELECTION OF VICE CHAIR

RESOLUTION 2022 – 3978

RESOLVED, that Diane Smullen be elected Vice Chair of the Board of Trustees for the year beginning May 14, 2022, and ending May 13, 2023.

Chair Cooper called for a motion; Trustee Casciani moved the committee; Trustee Evans seconded the motion; Chair Cooper called for a vote; the motion passed unanimously.

**AMENDMENT TO BOARD BYLAWS
FOR ELECTRONIC ATTENDANCE AT MEETINGS
RESOLUTION 2022 – 3979**

WHEREAS, Ohio Revised Code, Section 3345.82, titled “Electronic attendance of board of trustees’ meetings” came into effect on September 30, 2021, providing for the electronic attendance of trustees at board meetings within proscribed parameters; and

WHEREAS, the Board acknowledges the value of its members’ regular presence on Ohio University campuses and meeting together in person when possible, while also recognizing the need to have contingency plans in place in the event of emergency, illness, catastrophe, or other unforeseen events that may prevent trustees from in-person attendance at certain meetings; and

WHEREAS, Article I, Section 2 of the Bylaws of the Ohio University Board of Trustees provides that the Bylaws shall not be amended except by a vote of the majority of the members of the Board authorized to vote, and then only after thirty days’ notice of a proposed change has been given to all members; and

WHEREAS, notice of this proposed change was delivered to Trustees on January 14, 2022, exceeding the 30 day notice requirement in the Bylaws; 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.

Chair Cooper called for a motion; Trustee Platt moved the committee; Trustee Borgemenke seconded the motion; Chair Cooper called for a vote; the motion passed unanimously.

INSERT 7 PAGES FOR PDF HERE

Chair Cooper stated, “This is the time of year when we have some transition on the Board. First, off I would like to recognize our Student Trustee Ellen Gill. Although, Trustee Gill’s term goes through the middle of May, this will be her last board meeting. Ellen you’ll be receiving a Certificate of Appreciation in the next few weeks sent to your home; but, I did want to mention how much we appreciate your work. Your tenure has, unfortunately, been clouded by the COVID crisis and we have spent as much time together as all of us would have liked. Nonetheless your voice has been critical in some rather including the transition in the president’s office and the navigating some rather challenging budgetary issues. We thank you.”

Chair Cooper also stated that this meeting also marks the end of Trustee Coleman’s nine-year term as a Trustee. I’ll have more remarks for Trustee Coleman this afternoon after the Academics and Student Success Committee.

Executive Session

Chair Cooper stated that the Board needed to move into Executive Session to discuss with legal counsel pending or imminent court action; to discuss union negotiations; to discuss information required to be kept confidential under federal or state law, to discuss real estate matters, and for the purpose of discussing the hiring, firing, or compensation of public employees.

Vice Chair Viehweger moved the committee; Trustee Borgemenke seconded the motion; Chair Cooper asked for a roll call vote; Secretary Moore called the roll; The motion passed unanimously at 8:18 am. Chair Cooper announced that the Board moved into Executive Session and that the Trustees would adjourn to Walter Hall 125.

At 12:14pm Chair Cooper called for a motion to exit Executive Session. Trustee Evans moved the board; Trustee Viehweger seconded the motion; Chair Cooper asked for a roll call vote; Secretary Moore called the roll; the motion passed unanimously.

Chair Cooper welcomed everyone back and handed the gavel to Committee Chair Smullen for the Academics and Student Success Committee.

Ohio University Board of Trustees

Academics and Student Success Committee

Thursday, April 7, 2022

Attendees: Trustees Cooper, Evans, Laturell, Borgemenke, Gill-Franks, Ladipo, Crosby, Viehweger, Smullen, Harvey, Coleman, and

Other attendees: President Hugh Sherman, Secretary David Moore, Executive Vice President and Provost Elizabeth Sayrs, Interim Vice President for Student Affairs Terry Hogan, Interim Vice President for Finance and Administration Joe Trubacz, Faculty Representative Ben Bates

Guest attendees: Ed Venit, Katie Hartman, Candace Boeninger, Sarah Helfrich, Jason Rawls, Tracy Robinson, Mekhi Evans, Benjamin Baylor, Jackson Ball and Elijah Moore Harper

Committee attendees: Chair Smullen, Trustees Coleman, Harvey, Ladipo, Laturell, and Platt

Chair Smullen reminded the board of the Academics and Student Success Committee membership and called the committee to order at 1:31 PM.

Academic Planning & Strategy Updates

Brothers RISE (Tab 14; pg 61)

Patton College of Education Interim Dean Sara Helfrich, Tracy Robinson and Dr. Jason Rawls presented about the Brothers RISE program. The overview included the mission and vision, programming, leadership, personal development opportunities for students and planned engagements. Students Benjamin Baylor, Elijah “Moore” Harper, Jackson Ball, and Mekhi Evans gave testimonials about how the program has enriched their educational experience.

Trustee Casciani asked how the program started, how long it has been active and what is the future for the group. Tracy Robinson replied that the program began from the inspirational leadership of Dean Renee Middleton and support of Vice President Gigi Secuban. The college started with zero African American male students, and recruitment efforts were made through mailers and one-on-one interactions. The goal of the steering committee was to increase African American male teachers in the State of Ohio. Trustee Evans congratulated the group and thanked them for their efforts. He asked what the students are doing for outreach. Dr. Rawls stated that they would continue recruitment efforts and include the current group as cohort one to interact with first year students in the fall. Trustee Cooper asked that the students recite the name of their hometown, and the students responded. He added that

the students are exceptional, and he wishes them continued success. Trustee Smullen asked if Tracy Robinson and Dr. Rawls have the funds and resources they need. Tracy Robinson responded that they need a building and additional resources to assist with education. Trustee Smullen expressed gratitude for the presentation and thanked the students for their dedication. Tracy Robinson thanked interim Dean Sara Helfrich for her support of the Brother's RISE. Trustee Coleman thanked the group for the excellent presentation and thanked Tracy Robinson and Dr. Rawls for their support of the students. She agreed that the Brother's RISE program should inform the board of funds and resources that are needed. Executive Vice President & Provost Sayrs thanked former dean Renee Middleton for initiating and directing the program.

Pandemic Effects (Tab 12; pg 41)

Executive Vice President & Provost Elizabeth Sayrs provided an Academic Planning & Strategy update. The presentation included Academic Planning & Strategy, a pandemic effects overview and Pandemic Effects Working Group details. EAB consultant Dr. Ed Venit joined Provost Sayrs to provide a pandemic effects overview. The presentation included data related to social disengagement, student mental health, potential transfer students number reductions, graduating high school student reductions, possible continued effects, and positive outcomes from the pandemic including innovation, investment, and reform. Provost Sayrs explained how the Pandemic Effects Working Group developed as an intentional cross-functional group to identify resource needs, student challenges and to offer solutions to these issues.

Faculty Development: Center for Teaching, Learning, and Assessment (Tab 13; pg 49)

Provost Sayrs, Associate Provost for Faculty Development Katie Hartman, and Dr. Todd Eisworth provided information about the Center for Teaching, Learning and Assessment (CTLA). The presentation included a faculty development overview, faculty affairs processes, faculty leadership support activities, and the new center mission, the center functions, and value proposition, Dr. Sayrs described the personnel needs and a provided a center search-to-launch timeline.

Trustee Viehweger asked for metrics, and Dr. Hartman explained the metrics and the anticipated deeper dive into improving programs. Dr. Sayrs added that the metrics will be in alignment with the university metrics – curriculum and student outcomes. Trustee Viehweger asked if faculty satisfaction would be

evaluated, and Dr. Hartman confirmed and explained that building a faculty community is important to continued success and development.

Enrollment

Enrollment Brief (Tab 15; pg 74)

Vice President for Enrollment Management Candace Boeninger provided an enrollment brief. The presentation included the 2022 preliminary spring total headcount enrollment, a fall 2021 freshman class recap, a fall 2022 Athens freshman update and strategies and the fall 2022 OHIO Regional Promise.

Trustee Casciani asked why Vice President Boeninger expected that yield would decrease, and she responded that the yield number will not be down overall, but rather that applicants and applications are down. She added that recruitment efforts are expanding. Chair Cooper asked how many Ohio high school graduates have applied at OHIO. Vice President Boeninger replied that the number is down but are not final. High school graduation rates are down as a pandemic effect. Trustee Cooper inquired about gap year statistics. Vice President Boeninger provided an update.

Consent Agenda and Program Items

Consent: Emerita / Emeritus Awards (Tab 16; pg 84)

Consent: Program Actions:

Program Expansion – Bachelor of Science in Nursing to the Lancaster Campus (Tab 17; pg 86)

Program Reviews (Tab 18; pg 91)

Chair Smullen announced the consent agenda and program items. She asked for a motion to forward to the consent agenda and program items to the main board meeting for voting. Motion was made by Trustee Coleman and seconded by Trustee Platt; all members agreed.

Trustee Viehweger stated that she is hearing about insufficient number of a teachers at the university. She understands that it is important to get the numbers correct. Executive Vice President & Provost Sayrs replied that it is critical that the correct number of faculty are engaged to support programs. It will be a strategic process to determine where faculty needs are across all the academic courses and programs in the coming months.

There being no further business, Chair Smullen adjourned the meeting at 2:53 PM.

Chair Cooper stated that the Board would vote on the Consent Agenda at the end of the meeting tomorrow.

Chair Cooper stated that he would take this opportunity to recognize Trustee Coleman whose term as a Governor Appointed Trustee will come to an end middle of next month. Chair Cooper asked Secretary Moore to read the resolution.

OHIO UNIVERSITY
April 7, 2022

CERTIFICATE OF APPRECIATION

presented to

JANELLE COLEMAN

Board of Trustees

FOR your distinguished service as a member of the Ohio University Board of Trustees;

FOR your, nine years of service;

FOR your commitment to making an Ohio University education accessible;

FOR your tireless work to improve the lives and futures of all Ohio University students;

FOR your valuable expertise in helping Ohio University shape the future of higher education through strategic planning and priority setting;

FOR your outstanding leadership in the search for Ohio University's 21st and 22nd presidents;

FOR your commitment to the health, safety, and welfare students;

FOR your legal experience and wisdom;

FOR your commitment to fairness;

FOR your continued support of Ohio University's vision of becoming the nation's best transformative learning community;

FOR those personal and professional qualities of loyalty, dedication, fairness, and kindness, which have earned our deepest regard and the respect of colleagues, students, and alumni across the University community;

WE thank you and affirm our appreciation.

Conferred as a Mark of Esteem

by the President and the Board of Trustees of Ohio University.

CHAIR OF THE BOARD

PRESIDENT

SECRETARY TO THE BOARD

Chair Cooper concluded the meeting at 3:04pm.

FRIDAY, April 8, 2022

Chair Cooper called the meeting together at 9:17am

Board Secretary David Moore called roll.

Present: Chair Cary Cooper; Vice Chair Peggy Viehweger; Trustees Scott Borgemenke, Steve Casciani, Janelle Coleman, Matthew Evans, Lorrie Platt, Diane Smullen; National Trustee Anna Harvey, Eileen Sheil; Regional Trustee Crosby; Alumni Representative Laturell; Student Trustees Ellen Gill and Sarah Ladipo; President Hugh Sherman, and Board Secretary David Moore.

Chair Cooper stated that this morning, we are going to have the Audit and Risk Management Committee Meeting immediately after the Resources, Facilities, and Affordability Committee. The Audit Committee is listed in the Agenda to begin at 11:30am; however, it is likely that that meeting will start close to 10:45am.

Chair Cooper asked Committee Chair Casciani to begin the Resources, Facilities, and Student Success Committee.



Ohio University Board of Trustees

Resources, Facilities and Affordability Committee Meeting

April 8, 2022

Committee Chair Steve Casciani called the meeting to order at 9:15 am. Committee members present included Trustee Borgemenke, Trustee Crosby, Trustee Evans, Student Trustee Gill Franks, and Faculty Representative to the Committee Clowe. Other board members present included Chair Cooper, Vice Chair Viehweger, Trustee Coleman (virtual), Trustee Platt (virtual), Trustee Smullen, National Trustee Harvey, Alumni Association Representative Laturell, Student Trustee Ladipo, Secretary Moore, and President Sherman.

● Financial Update

Interim Vice President for Finance and Administration Joe Trubacz shared that the April discussion will provide a brief update on the FY22 forecast, a resolution to approve two graduate program fee requests and, following a review of the drivers of OHIO's FY23 balanced revenues and expenses, a resolution to approve the FY23 all funds operating budget.

FY22 Forecast: Interim VP Trubacz reported the current projections indicate year-end positive operating results of \$35.7M versus the FY22 \$9.8M budgeted deficit, for a positive variance of \$45.5M. The favorable FY22 forecast is consistent with the information shared at the January 2022 meeting:

- the receipt of unbudgeted Federal HEERF institutional support funds is forecast at \$25.6M;
- the FY22 favorable compensation variance resulting from structural vacancies and turnover is \$16.2M, up from \$12M in January and consistent with the large favorable variances in past years;
- non-compensation expenses are forecast at \$13.9M favorable to budget; Trustees challenged leadership to control future non-compensation budgets to FY22 levels;

- \$8.0M is projected for unbudgeted RHE and VPR grants / contracts revenue and the related F&A recovery; and
- \$3.2M in lower than budgeted FY22 COVID testing costs.

VP Trubacz introduced Associate Director of Budget Planning and Analysis Kayla Righter to discuss the key drivers for the FY23 balanced budget and multi-year forecasts. Student enrollments are driving higher tuition and fee revenues, but the previous dip in enrollments will result in lower SSI totals until a leveling out in FY26 due to the current funding formula, which includes a delay in the receipt of SSI compared to when the enrollment occurs. FY23 compensation budgets reflect a 2% raise pool and healthcare increases of 5%. FY23 multi-year projections were built considering:

- the stronger student enrollments in FY22, and also forecasted for FY23, which will buoy tuition and fee revenue projections; and
- the rightsizing of compensation budgets by incorporating a 3% structural vacancy factor to reduce the large annual, favorable budget-to-actual variances, and recognizing the position savings from the 2022 VSRP initiative.

The FY23 balanced budget is followed by 3 years of deficit results though FY26, with year-end surpluses projected for FY27 and FY28. The multi-year budget projections are dependent on realizing the stronger enrollment projections, rightsizing compensation budgets, and holding non-compensation costs down through the forecast period.

AD Righter closed by noting that for FY23, the University has reserved a \$1M contingency budget for any ongoing COVID expenses.

Resolution: FY23 Tuition, Fee & Rate Increases: Associate Provost and Interim Director of Budget John Day discussed the two specific graduate fee rate items for approval by the trustees. Day noted that all other FY23 rate tables will be brought to the board for approval in June.

Trustee Evans made a motion to recommend approval of the FY23 Tuition, Fee and Rate Increases resolution to the full board; Trustee Borgemenke provided a second; the motion was unanimously approved.

Resolution: FY23 All Funds Operating Budget: Associate Provost Day summarized the drivers of the FY23 operating budget which led to balancing the revenues and expenses, as well as the \$1M COVID contingency budget.

Trustee Evans made a motion to recommend approval of the FY23 All Funds Operating Budget resolution to the full board; Trustee Borgemenke provided a second; the motion was unanimously approved.

● **Resolution, Capital Projects**

Executive Director, Design and Construction Jon Cozad discussed the 9 deferred maintenance projects for Board approval. The funding source for these projects is either Century Bond Deferred Maintenance funds, State Appropriation funds, and/or departmental reserves (e.g., Housing):

- Bryan Hall HVAC and Life Safety Upgrades – \$8.4M Housing project to upgrade heating, ventilation, air conditioning and life safety equipment and to bring chilled water to the building;
- College Green Tunnel Rehab – \$3.378M project to repair existing tunnel at Union Street & University Terrace;
- Gamertsfelder and Washington Hall Window Replacements – \$3.3M Housing project to install new windows and associated architectural work;
- Grosvenor Hall & Grosvenor West Roof Replacements – \$1.3M project to replace the building’s flat roofs and associated drains and coping; the correct funding source is State Appropriations;
- Peden Stadium Turf Replacement – \$1.3M project will replace the artificial turf nearing the end of its useful life; replacement is expected to have a useful life of 10-12 years and will enhance safety and attractiveness of the field – fundraising is ongoing for a portion of the costs and naming of the field is expected; the team has explored any potential uses for the old turf, but the cost is prohibitive;
- Campus Steam System Repairs 2023 – \$900K project to address steam distribution and tunnel improvements as part of annual tunnel assessment and maintenance;
- Nelson Dining Hall Flooring Replacement – \$900K project will replace dining hall and market carpeting with more durable surfaces requiring less maintenance; this project is in the CIP for FY24, but this portion is being moved up one year;
- Athens Campus Windows Repair and Replacement 2023 – \$525K biannual project to provide for window repair and replacement as prioritized by Facilities Maintenance;

this funding will replace a portion of the windows in Putnam Hall on the south elevation where the worse conditions exist; and

- Porter Hall Flat Roof Replacement – \$504K project to replace the flat roof system on upper and mechanical levels of Porter Hall.

Trustee Evans asked about the use of the old turf and whether there is value to any other school, etc. or whether it could be used to serve other OHIO sports, the OHIO band, or other school systems. ED Cozad indicated that Design and Construction has reviewed the feasibility of re-using the old turf, but the cost is prohibitive.

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

- **ent, City of Athens Sewer Easement Across Tier 2 Ridges Land** **Cons**
- **ent, City of Athens Easement to Install Electric Lines** **Cons**

Trustee Casciani asked for questions or comments related to the Consent items and none were noted.

Trustee Borgemenke made a motion to recommend approval of the Consent Resolutions to the full board; Trustee Evans provided a second; the motion was unanimously approved.

- **University Advancement**

Vice President for University Advancement Nico Karagosian provided an update on Advancement activities. During FY22 the Ohio University Foundation earned the GuideStar Platinum Seal of Transparency for the second consecutive year, the only institutionally related foundation recognized in the state of Ohio. VP Karagosian also provided an update on finalizing Advancement’s 5-year strategic plan with the Foundation board. The plan includes preparing for and launching a comprehensive campaign.

Karagosian showed the pledges and cash in the door stats for the past 5 years, reflecting the growing amount of cash received fiscal year to date year-over-year — \$16.7M in 2018 to \$28.7 in 2022. The number of donors over the same period is on the way up as the pandemic’s impact has lessened. Events coming up include next Wednesday’s (April 13, 2022) Giving Day 2022, and the return of Black Alumni Reunion in September 2022. Alumni participation has increased, and it is hoped that increased numbers of engaged alumni will eventually result in increased giving. That takes time for alums to move through their careers to have excess cash for donating.

President Sherman credited the Investment Committee and Director of Investments, Dave Gaume, with the increased sophistication in investing the \$753M endowment balance. In response to a question about rehiring the Alumni Director, VP Karagosian shared that the duties are currently being managed by two associated senior directors with extensive experience and that he is also actively involved with the Alumni engagement activities.

Campaign planning was stalled with the advent of the pandemic, but the planning activity is ramping up again with current readiness gauging and the training of various levels of leadership. The campaign is actively soliciting leadership gifts at this time to be followed by a move to the silent phase following approval during the Foundation June 2022 meeting. Fall 2024 is the target date for going into the public phase of the campaign to raise \$300 million. The campaign target may change based on the success of the phases leading to the public campaign.

Trustee Casciani lauded the consistency of the foundation’s efforts and work since Mr. Karagosian arrived. VP Karagosian then shared his appreciation for the staff. Trustee Viehweger voiced appreciation for the quality financial reports that flow to the donors.

- **Housing Master Plan 2022**

Interim Vice President for Student Affairs Terry Hogan shared that the Housing Master Plan (HMP) for the Athens Campus is being updated by Ayers Saint Gross, which developed the 2016 Campus Master Plan, and Brailsford & Dunlavey (B&D), which developed the most

recent housing master plan in 2012. Hogan introduced B&D representative Ryan Jensen to share information on the timeline and process.

Interim VP Hogan described the accelerated process the student affairs team is working through to update the 2012 HMP with a final report back to the board at the June meeting. The housing experience at OHIO, requiring students to reside on campus their first 2 years is a foundation of a successful undergraduate experience and contributes to the deep appreciation and love so many graduates share for OHIO. Hogan shared the breakdown of rooms and bed types comprising the 7,485 total Athens campus bed inventory. The inventory is broken down by traditional rooms with 1-4 beds and shared baths, semi-suites with bath, suites with bath and living areas, and uptown apartments with bath, living, and kitchen. The Athens campus housing stock is 64% traditional, spread across three 'Greens'- South, East, and West. Typical suite occupancy is two double rooms sharing a bath. Housing and Culinary space is 30% of the Athens campus space.

Mr. Jensen of B&D shared that Ayers Saint Gross and B&D have worked together frequently on higher education housing projects with similar scope as OHIO. The scope includes

- right-sizing housing inventory,
- investigating what university peers are doing and measuring how OHIO stacks up,
- examining the quantity and quality of off campus housing competition,
- developing a capital reinvestment strategy, and
- balancing student experience across all the room types to address deficiencies and exploit successes.

The consultants will engage students and conduct market research to get broad input. The planning timeline reflects that plan development and financing considerations will occur in May / June with recommendations to be discussed at the June meeting. The process is iterative to successfully overlay the housing experience at OHIO to maximize the student positive experience.

VP Hogan closed by reporting that Housing has a healthy reserve balance to incorporate new and updated Housing elements. Regarding off-campus housing, Hogan discussed the improvements to that stock since the development of University Courtyard, Summit at Coates Run, River Gate apartments and the redevelopment of Lakeview/River Park/River Edge and others over the years. Trustee Cooper asked about the importance of affordability and Mr. Jensen assured that their surveying does touch on pricing for not only housing, but also total

cost of attendance and indicated there will be a mix of options presented in the June recommendations.

Trustee Evans discussed opportunities for creatively filling vacant beds rather than just letting them remain vacant. VP Hogan agreed that pursuing non-traditional populations is definitely an option to employ in managing vacancies. Trustee Smullen asked about the use of facilities in the summer season to 'sell' younger students on OHIO. Hogan said that Conference and Event Services has grown the conference program significantly since the opening of four new residence halls on the South Green in 2015 and is continually pursuing additional conferences and events that reach younger audiences and highlight campus life.

Information Items

- NACUBO TIAA Study of Endowments (NTSE) Update – annual metrics for endowments based on participation by 700+ educational foundations
- Financial Narrative – materials for the FY22 forecast and variance explanations
- Project Updates – information reports for Facility Projects; shared as part of each Board agenda.

Committee Chair Casciani ended the meeting at 11:15 am.

Chair Cooper thanked Committee Chair Casciani.

Resources, Finances, and Affordability Resolutions

We have the following resolutions recommended to us for approval by the Resources, Facilities, and Affordability Committee:

FISCAL YEAR 2022-23
OHIO UNIVERSITY
ACADEMIC YEAR 2022-23 TUITION, FEE AND RATE INCREASES

RESOLUTION 2022 - 3980

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

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

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees adopts the graduate off-campus fee schedule attached hereto as Exhibit A, effective Fall Semester 2022 unless otherwise noted, and grants the University President, in consultation with Executive Leadership, authority to approve rates for other 2022-23 fees incorporated in the OHIO Guarantee consistent with provisions of Am. Sub. H.B. 110.

Exhibit A

OHIO UNIVERSITY
Changes to FY 2023 Student Tuition & Fee Schedule
GRADUATE OFF CAMPUS PROGRAMS
 (PER CREDIT HOUR)

College	Program	Fee Type	Instructional Fee	General Fee	Program Fee	Special Svcs / Materials Fee	Resident Total	Non-Resident Surcharge	Non-Resident Total
Health Sciences & Professions	Master of Physician Assistant Practice	Current	505	3	60	0	568	19	587
		Proposed*	505	78	334	0	917	19	936

* Proposed program fee increase to take effect with curriculum revision, target date January 2023; general fee adjustment due to conversion from Graduate eCampus to Comprehensive Rate structure

College	Program	Fee Type	Instructional Fee	General Fee	Program Fee	Special Svcs / Materials Fee	Resident Total	Non-Resident Surcharge	Non-Resident Total
Health Sciences & Professions	Master of Cardiovascular Perfusion	New Program	505	78	563	0	1,146	19	1,165

Chair Cooper called for a motion to approve the *Tuition and Fees Resolution*. Trustee Casciani moved the committee; Trustee Viehweger provided a second; Chair Cooper called for a vote; the motion passed unanimously.

FISCAL YEAR 2022-2023

ALL FUNDS OPERATING BUDGET

RESOLUTION 2022 - 3981

WHEREAS, the University has completed its financial planning and consultation that resulted in a final recommendation for fiscal year 2022-2023 budgeted all funds operating revenues and expenses, and

WHEREAS, the University is providing the Board of Trustees with a final FY23 all funds operating expense budget recommendation based upon fiscal year revenues, permissible and sustainable reserve usage, and the provisions of the state budget.

NOW THEREFORE, BE IT RESOLVED that the Fiscal Year 2022-23 budgets of the expected all funds operating revenues and expenses as presented are hereby approved based on the condition that the President is authorized to adjust during the fiscal year to ensure that total expenditures do not exceed available resources.

Proposed FY23 All Funds Operating Budget

Consolidated Operating Activity Budget (All Funds)

		FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Actuals	FY22 Forecast	FY23 Operating Budget	FY23 COVID Budget
REVENUES (in millions)								
1	State Appropriations	166.0	172.0	176.3	186.9	187.3	180.0	-
2	Gross Undergraduate Tuition & Fees	297.8	292.8	277.0	255.0	245.4	249.3	-
3	UG Student Financial Aid	(58.7)	(61.3)	(63.8)	(71.1)	(76.6)	(88.1)	-
4	Net Undergraduate Tuition & Fees	239.0	231.5	213.2	183.8	168.6	161.1	-
5	Gross Graduate Tuition & Fees	114.8	121.2	125.0	126.9	125.4	126.5	-
6	Graduate Student Financial Aid	(27.8)	(28.0)	(28.5)	(29.2)	(29.5)	(28.7)	-
7	Net Graduate Tuition & Fees	87.0	93.2	96.5	97.7	95.9	97.9	-
8	Room & Board	92.2	90.9	68.4	25.9	79.8	90.3	-
9	Grants & Contracts	36.3	41.3	49.5	91.6	71.1	37.6	-
10	Facilities & Admin Cost Recovery	7.2	8.0	7.8	8.8	9.3	8.7	-
11	Endowment Distributions	28.0	28.9	29.1	31.4	31.7	33.9	-
12	Contributions	11.2	8.8	9.6	9.2	13.4	6.1	-
13	Investment Income	6.3	5.6	5.6	12.7	4.7	6.5	-
14	Internal & External Sales	80.5	83.5	66.9	92.1	55.3	60.3	-
15	Total Revenues	753.9	763.8	723.0	740.0	717.1	682.5	-
16	Spending Authorization	-	-	-	-	-	-	-
17	Total Revenues & Revenue Allocation	753.9	763.8	723.0	740.0	717.1	682.5	-
18	Total Funding Transfers	1.1	4.2	1.1	(0.4)	-	-	-
EXPENSES								
19	Total Salaries, Wages, & Other Payroll	354.6	356.9	361.0	319.1	321.4	326.2	-
20	Total Benefits	113.1	120.1	121.2	113.8	116.0	120.9	-
21	Supplies, Services, & Capital Costs	188.6	186.4	168.1	199.6	177.5	178.8	1.0
22	Internal Principal & Interest	49.0	53.2	71.6	62.7	66.5	56.5	-
23	External Debt Service - Principal	-	-	-	-	-	-	-
24	External Debt Service - Interest	-	-	-	-	-	-	-
25	Depreciation	-	-	-	-	-	-	-
26	Total Direct Expenses	705.2	716.5	721.9	695.2	681.4	682.5	1.0
27	Capital Cost Allocation	-	-	-	-	-	-	-
28	Contribution Margin	-	-	-	-	-	-	-
29	Total Expenses & Expense Allocations	705.2	716.5	721.9	695.2	681.4	682.5	1.0
30	Results of Operations	47.5	43.1	(0.1)	45.2	35.7	-	(1.0)

Chair Cooper called for a motion to approve the *Operating Budget Resolution*. Trustee Casciani moved the committee; Trustee Smullen provided a second; Chair Cooper called for a vote; the motion passed unanimously.

CAPITAL PROJECTS

APPROVAL TO PROCEED WITH DESIGN AND CONSTRUCTION

RESOLUTION 2022 - 3982

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

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

WHEREAS, the following projects are presented for Board approval:

Design & Construction Requests:

Capital Project Budget & Authorized Expenditures	
Project	Current
Bryan Hall HVAC and Life Safety Upgrades	\$8,400,000
College Green Tunnel Rehabilitation	\$3,378,400
Gamertsfelder & Washington Hall Window Replacement	\$3,300,000
Grosvenor Hall & Grosvenor West Roof Replacements	\$1,300,000
Peden Stadium Turf Replacement	\$1,300,000
Campus Steam System Repairs 2023	\$900,000
Nelson Dining Hall Flooring Replacement	\$900,000
Athens Campus Windows Repair and Replacement 2023	\$525,000
Porter Hall Flat Roof Replacement	\$504,625

NOW THEREFORE, BE IT RESOLVED that the Ohio University Board of Trustees approves the requests described above; authorizes the receipt of appropriate bids or proposals; and authorizes the President, the Vice President for Finance and Administration, or either’s authorized designee to accept and award contracts and execute all necessary agreements,

easements and documents to effectuate the transaction and related transactions within the total project budgets identified.

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

Chair Cooper asked Committee Chair Evans to proceed with the Audit and Risk Management Committee.

Ohio University Board of Trustees

Audit and Risk Management Committee Meeting

April 8, 2022 – 11:30 AM

Walter Hall 104

Present: Audit and Risk Management Committee Chair Matthew Evans; Board Chair Cary Cooper; Board Vice Chair Peggy Viehweger; Trustees Scott Borgemenke, Steve Casciani, Janelle Coleman, Misty Crosby, Diane Smullen, and Lorrie Platt; National Trustees Anna Harvey, and Eileen Sheil; Alumni Representative Jeff Laturell; Student Trustees Ellen Gill Franks and Sarah Ladipo; and President Hugh Sherman.

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

FY22 External Audit Update

Mr. Jonathan Schultz, Engagement Senior Manager from Crowe LLP, discussed planning of the annual financial statement audit for the fiscal year ending June 30, 2022 (FY22). Ms. Christine Torres, Engagement Partner was unable to attend. Mr. Schultz provided information on the FY22 audit including the scope of services, engagement team members, audit planning process, approach, and timeline. Mr. Schultz noted the continuity of supervisory staff on the engagement coming into the third year. He continued that Crowe's approach emphasized professional skepticism, independence, and objectivity. Mr. Schultz discussed Crowe's continuous risk assessment process and the weekly touchpoints with management and Internal Audit during the substantive phase of the audit over the summer.

CAE Report

Ms. Marion Candrea, Chief Audit Executive (CAE) discussed the progress toward completion of the FY22 *Annual Audit Plan*, noting that the Information Technology General Controls Audit report had been issued in February 2022. She then reviewed proposed revisions to the Audit and Risk Management Committee Charter and reviewed proposed revisions to the Internal Audit Charter.

Ms. Candrea reviewed two proposed changes to the Audit and Risk Management Committee Charter. She explained that the first change removes the requirement for the chairperson to sign the engagement letter, and the second change updates the charter to reflect the current practice for follow-up audits within the department. Ms. Candrea then reviewed the Internal Audit Charter proposed changes at a high-level. She noted that the changes to the Internal Audit Charter were made to align with the critical components of an Internal Audit Charter as defined by the Institute of Internal Auditors. She discussed which sections of the charter would be removed, revised, or remain based on this guidance. Ms. Candrea noted that General Counsel was consulted about the changes to both charters and agreed with the changes.

Ms. Candrea stated to the Committee that Internal Audit had no impairment to independence or conflicts of interest with any of our audits. She also noted that if there were any impairment or conflicts in either fact or appearance she would discuss them with the Committee Chair.

Committee Chair Evans asked the trustees if there were any questions about the proposed changes. Hearing none, he noted that both charters were part of the Board consent agenda. Trustee Borgemenke made a motion to send the consent agenda items to the full Board for approval. Trustee Smullen seconded the motion. The vote was unanimous.

There was no unfinished business.

Audit and Risk Management Committee Chair Evans adjourned the meeting at 11:12 a.m.

Committee Chair Evans welcomed Chief Audit Officer, Marion Candrea, to introduce our External Auditor's update.

Consent Agenda

Chair Cooper stated the Consent Agenda was ready for a vote. Secretary Moore read the list of Consent Resolutions as follows:

- Resolution for Emerita / Emeritus Recommendations 3983
- Resolution for Program Expansion 3984
- Resolution for Program Reviews 3985
- Resolution for Ridges Tier 2 Land Sewer Easement 3986
- Resolution for City of Athens Easement to Install Electric Lines 3987
- Resolution for Audit and Risk Management Committee Charter 3988
- Resolution for Internal Audit Office Amended Charter 3989

Chair Cooper called for a motion to approve the *Consent Agenda Resolutions*. Trustee Evans moved the committee; Trustee Borgemenke provided a second; Chair Cooper called for a vote; the motion passed unanimously (approved Consent Resolutions follow).

FACULTY AND ADMINISTRATIVE EMERITI AWARDS

RESOLUTION 2022 - 3983

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

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

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

Name	Unit	Years Svc.	Title
Drewery McDaniel	Scripps College of Communication	51	Professor Emeritus of Media Arts & Studies
Eileen Theodore-Shusta	University Libraries	25	Librarian Emerita of Planning, Assessment, and Organizational Effectiveness

LANCASTER CAMPUS
EXPANSION OF ATHENS-BASED DEGREE PROGRAM
BACHELOR OF SCIENCE IN NURSING

RESOLUTION 2022 – 3984

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

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

WHEREAS, the notification requesting to offer the degree program has been received by the University Curriculum Council, and approval will be sought from the Ohio Department of Higher Education and the Higher Learning Commission toward offering admissions to the pre-BSN major beginning in the Fall 2022 and with admission to the BSN major (BS 1221) beginning in the Fall 2023, and

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

WHEREAS, the establishment of the Bachelor of Science in Nursing at the Lancaster Campus reflects Ohio University's mission and the commitment to serving the state of Ohio by meeting the needs of communities within the region.

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees of Ohio University hereby approves the expansion of the Athens-based Bachelor of Science in Nursing to the Lancaster Campus pending completion of required Ohio Department of Higher Education and the Higher Learning Commission approval processes.

MAJOR, DEGREE, AND COLLEGE PROGRAM REVIEWS

RESOLUTION 2022 – 3985

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

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

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

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

College of Health Sciences and Professions

- Communication Sciences and Disorders
- Physical Therapy

Graduate College

- Translational Biomedical Sciences

Scripps College of Communication

- Communication Studies
- Media Arts and Studies

**RESOLUTION TO APPROVE EASEMENT
TO THE CITY OF ATHENS
FOR A SEWER LINE ACROSS RIDGES TIER 2 LAND IN ATHENS, OHIO**

RESOLUTION 2022 - 3986

WHEREAS, the City of Athens wishes to construct a section of sewer line on University land across the Tier 2 area of the Ridges Framework Plant and requests that the University grant an easement to permit the City's construction and maintenance of the sewer line, which easement area is depicted on the attached map; and

WHEREAS, the proposed sewer line may enhance the potential for future development of this land by providing an essential component of infrastructure component at no cost to the University; and

WHEREAS, the proposed easement is approximately 7,836 feet in length and 20 feet in width for a total of 3.772 acres; and

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

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

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

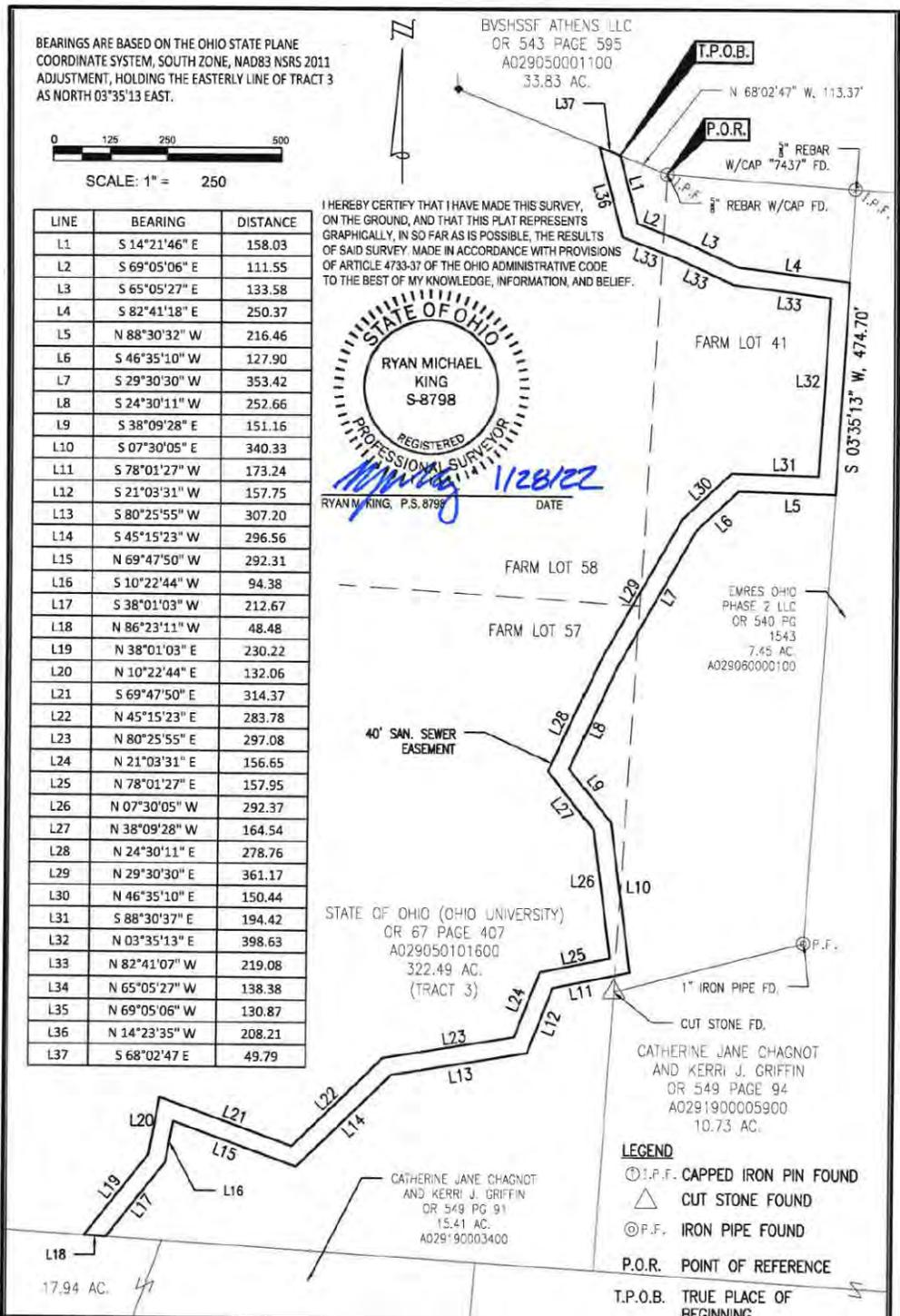
BEARINGS ARE BASED ON THE OHIO STATE PLANE COORDINATE SYSTEM, SOUTH ZONE, NAD83 NSRS 2011 ADJUSTMENT, HOLDING THE EASTERLY LINE OF TRACT 3 AS NORTH 03°35'13" EAST.



SCALE: 1" = 250

LINE	BEARING	DISTANCE
L1	S 14°21'46" E	158.03
L2	S 69°05'06" E	111.55
L3	S 65°05'27" E	133.58
L4	S 82°41'18" E	250.37
L5	N 88°30'32" W	216.46
L6	S 46°35'10" W	127.90
L7	S 29°30'30" W	353.42
L8	S 24°30'11" W	252.66
L9	S 38°09'28" E	151.16
L10	S 07°30'05" E	340.33
L11	S 78°01'27" W	173.24
L12	S 21°03'31" W	157.75
L13	S 80°25'55" W	307.20
L14	S 45°15'23" W	296.56
L15	N 69°47'50" W	292.31
L16	S 10°22'44" W	94.38
L17	S 38°01'03" W	212.67
L18	N 86°23'11" W	48.48
L19	N 38°01'03" E	230.22
L20	N 10°22'44" E	132.06
L21	S 69°47'50" E	314.37
L22	N 45°15'23" E	283.78
L23	N 80°25'55" E	297.08
L24	N 21°03'31" E	156.65
L25	N 78°01'27" E	157.95
L26	N 07°30'05" W	292.37
L27	N 38°09'28" W	164.54
L28	N 24°30'11" E	278.76
L29	N 29°30'30" E	361.17
L30	N 46°35'10" E	150.44
L31	S 88°30'37" E	194.42
L32	N 03°35'13" E	398.63
L33	N 82°41'07" W	219.08
L34	N 65°05'27" W	138.38
L35	N 69°05'06" W	130.87
L36	N 14°23'35" W	208.21
L37	S 68°02'47" E	49.79

I HEREBY CERTIFY THAT I HAVE MADE THIS SURVEY, ON THE GROUND, AND THAT THIS PLAT REPRESENTS GRAPHICALLY, IN SO FAR AS IS POSSIBLE, THE RESULTS OF SAID SURVEY. MADE IN ACCORDANCE WITH PROVISIONS OF ARTICLE 4733-37 OF THE OHIO ADMINISTRATIVE CODE TO THE BEST OF MY KNOWLEDGE, INFORMATION, AND BELIEF.



- LEGEND**
- ⊙ I.P.F. - CAPPED IRON PIN FOUND
 - △ CUT STONE FOUND
 - ⊙ P.F. - IRON PIPE FOUND
 - P.O.R. - POINT OF REFERENCE
 - T.P.O.B. - TRUE PLACE OF BEGINNING

SANITARY SEWER EASEMENT		580 N Fourth St. Ste 610 Columbus, OH 43215 p (614) 418-0600 f (614) 418-0614 ohm-advisors.com	
SITUATED IN THE STATE OF OHIO, ATHENS COUNTY, CITY OF ATHENS, SECTION 14, TOWNSHIP 9, RANGE 14, FARM LOTS 41, 57, AND 58		ARCHITECTS ENGINEERS PLANNERS	
CLIENT:	DATE: 01/28/2022 DRAWN BY: RMK DWG:	SHEET 1 OF 1	OHM PROJECT NO. 6425160010

**RESOLUTION TO APPROVE EASEMENT
TO THE CITY OF ATHENS
FOR ELECTRIC LINES ALONG EXISTING EASEMENTS IN
ATHENS, OHIO**

RESOLUTION 2022 - 3987

WHEREAS, the City of Athens wishes to install electrical lines to connect two new Solar PV arrays to be installed on City land to a transformer located on a non-contiguous City parcel and requests that the University grant an easement to permit the City's construction and maintenance of the electrical line, which easement area is depicted on the attached map; and

WHEREAS, the parcel has no current or planned use and any future development of the parcel would be extremely difficult; and

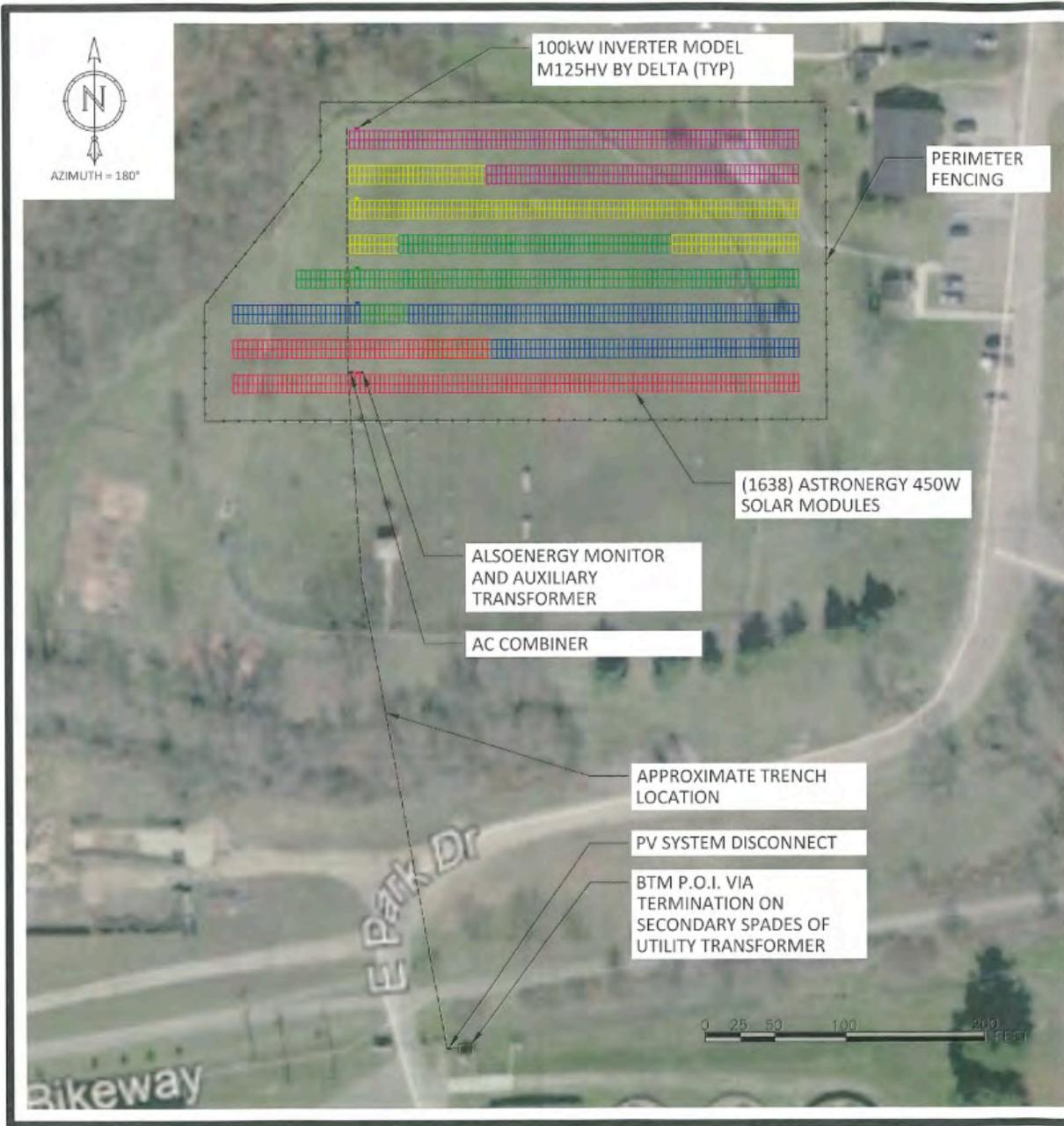
WHEREAS, the proposed easement is approximately 1,000 feet in length and 20 feet in width for a total of 0.46 acres; and

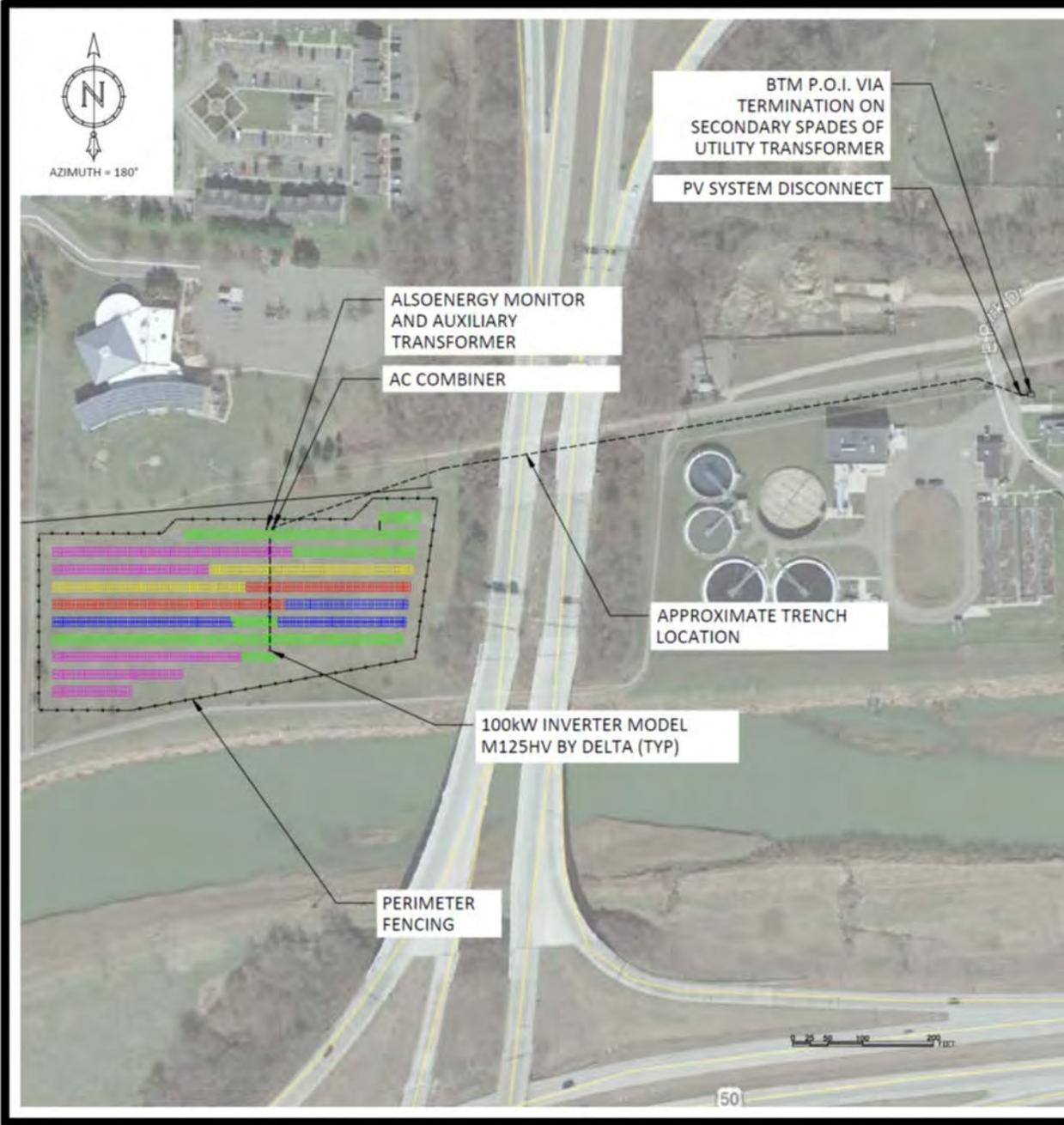
WHEREAS, this request has been reviewed and approved by appropriate University staff.

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

BE IT FURTHER RESOLVED that the easement may stipulate that the University may request reasonable consideration should the easement be assigned by the City to a third-party; and

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





AUDIT AND RISK MANAGEMENT COMMITTEE CHARTER

RESOLUTION 2022 - 3988

WHEREAS, the Bylaws of the Board of Trustees require the standing appointment of the Audit and Risk Management Committee, (the “Committee”); and

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

WHEREAS, establishing and periodically revising the Committee’s charter is consistent with best practices within the audit industry; and

WHEREAS, the most recent revision of the Committee’s charter was approved by the Board in August 2018 (Resolution No. 2019-3718); and

WHEREAS, the Board has completed its periodic review of the charter and wishes to adopt certain revisions.

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

INTERNAL AUDIT OFFICE AMENDED CHARTER

RESOLUTION 2022 - 3989

WHEREAS, the Trustees of Ohio University have established the Internal Audit Office to provide independent, objective assurance and appraisal activities to evaluate and improve the effectiveness of risk management and internal controls; and

WHEREAS, the Board recognizes that the success of the Internal Audit Office is dependent, in part, on the support and cooperation received from the University, including but not limited to the President, Senior Administrators, Faculty, and Staff, acknowledging the function as a diagnostic tool for identifying and assessing risk; and

WHEREAS, the Board recognizes the benefit of having a charter that addresses the Internal Audit Office's role, authority, responsibility, scope, and accountability, and have proposed that the Internal Audit Charter be amended to reflect the following changes; and

WHEREAS, the Ohio University Internal Audit Office has proposed a revision to the sections included in the charter to align with a Position Paper put forth by the Institute of Internal Auditors (IIA) in January 2019 that identifies the vital components of a charter that support the overall strength and effectiveness of the internal audit function; and

WHEREAS, the Ohio University Internal Audit Office has proposed a revision to include the Internal Audit Office Mission and specific wording related to conformance with the *International Standards for the Professional Practice of Internal Auditing* to align with the IIA Position Paper requirements; and

WHEREAS, the Ohio University Internal Audit Office has proposed a revision to remove the specific sections related to "Detection of Errors or Irregularities" and "Support" as these items are outside of the scope of the IIA Position Paper requirements; and

WHEREAS, the Ohio University Internal Audit Office has proposed various revisions to relocate content within the current charter to align with the IIA Position Paper requirements; and

WHEREAS, the most recent version of the Internal Audit Office charter was amended and approved by the Board in February 2011 (Resolution No. 2011-3028); and

WHEREAS, the Board has completed its periodic review of the charter and wishes to adopt the proposed revisions.

NOW THEREFORE, BE IT RESOLVED that the Ohio University Board of Trustees approves the amendments made to the Ohio University Internal Audit Office Charter presented to them formally this day.

President's Report

Chair Cooper invited President Sherman to deliver his report.

President Sherman thanked Chair Cooper. President Sherman stated that, "As everyone is aware we had some racial incidents on our campuses in the recent weeks. On Monday March 28th students organized a town hall that was held in Morton Hall; there was standing room only; I would guess that there was somewhere between 300 and 350 students. At the latter half of the meeting, they asked the students to come up with suggested solutions that we could consider to make this a better more diverse and inclusive environment. Anyone who attended that meeting, and heard the students, had to be affected by it. We don't want a campus where any student feels unsupported or not welcomed and is concerned about their personal safety, so we felt this was so important that we wanted to invite the students so that you can all hear from the directly."

President Sherman turned the presentation over to Vice President for Diversity and Inclusion, Secuban.

VP Secuban introduced, Student Senate President-elect, Dayna Shoulders; Jhasmin Glass, a freshman studying management and strategic leadership in pre-law in the college of business, Kylie Duncan, a junior social work major; Julian Ross, a graduate student in our master of sports administration program; Giah Harper, a freshman studying anthropology.

VP Secuban turned the microphone over to Ms. Harper.

Ms. Harper stated, "I am a freshman here at university on March 28th myself and a group of students organized the town hall that we were talking about, and the town hall focused on minority students' feelings of discomfort the lack of support we felt from faculty and administration and solutions and policies that students wanted to be put in place. I, like many other minority students felt really outraged by the lack of support that was given from the university and wanted just real change to happen; but, I knew being angry, being outraged, wouldn't help anyone. I proposed that we create a town hall and, with a group of students who came from all different backgrounds and leadership positions, we held our town hall. I'm not really affiliated with any organizations here on campus; I am a Margaret Boyd Scholar and that's about it; but, I knew that being a leader doesn't mean that you have to be in a position of a leader; it is just wanting to help people.

I decided that if no one wanted to help me that I would help myself and I would help my community. I still don't really consider myself a leader. I don't really consider myself some great person for holding this town hall and helping students; I'm just a freshman here; I just

wanted my three years to be filled with safety and support and I wanted to be respected on the campus I loved.”

Julian Ross stated, “I am a student athlete here a part of the Ohio football team, captain of the team as well. I am also a part of Bobcat League for Change; it is an organization aimed to help spread respect and equality throughout the campus. The reason I selected to be here today is, based on my own personal experiences and what I can personally speak on. I grew up in a single parent household with my mom and older brother. The earliest thing that I could remember is sleeping in a basement of a family friend’s house because our home had burnt down as we had gotten back on our feet.

Although, I can’t remember much I can recall when we finally got our first apartment. I was able to see the strength my mother had. She moved us to a small rural area where we lived in a very strict budget and that’s when I saw my mother cry over money for the first time although she never let me see that again; but, what I did start to see and experience when we moved up north was the microaggressions, the racism, and the biases. I knew that the only way to get to college for me was through sports and it was the only way to turn myself into something or else the cycle of poverty would continue. Through all of this, I was able to find my passion for football during high school where I shared a two-bedroom apartment with six other people. That was the only motivation I needed to eventually get here to Ohio University. Having to move away from my family, as well as adjusting to college on my own, I was able to adapt because of the resources and support that I had, afforded to me being a student athlete.

What do the people who do not have the same ability to receive an athletic scholarship?

If we’re not providing the necessary resources and care such as developmental courses for the marginalized people then some, being the first-generation students such as myself, then how do we expect them to be successful in an environment that we see today?

To curate a welcoming and safe environment to ensure that students can thrive we must hire more diverse counselors, coaches, faculty, and staff.

I do acknowledge and I very much appreciate this moment to be speaking in front of all of you today. I’m sure we all do and so this is a step in the right direction as we move the needle to a more inclusive campus where my cohorts feel seen and heard; but, they must also feel protected. Having required courses and learning communities that are dedicated to diversity equity and inclusion; without this implementation there will be so many occurrences such as what I experienced a little over a year ago as I was just simply riding my bike back home from practice on the phone my mom telling her about my day, as a truck drove past me and they yelled out racial slurs ending in the hard ‘r.’ The feeling of anger and confusion surrounding my mind and I immediately made my way to where I thought they’d end up. As I approached the truck I noticed that it was a group of young boys; but, when I saw the youth in their eyes I immediately switched the anger to an opportunity to educate.

I would love for Ohio to be the catalyst for change in the Athens community to ensure the safety of my brothers and young sisters to come. At the end of the day, coming together to speak here is not just about discussing acts of racism that have impacted the safety and the comfort of black people here on this campus, this is about making an effort to provide a safe

and inclusive environment here at Ohio University for everyone, no matter their background. We look forward to this being the first step in an ongoing collaboration with trustees and student leaders. Thank you for your time.”

Kylie Duncan stated, “I’m a third-year social work major. Some of my involvement on campus includes being an ambassador to Survivor Advocacy Program; I’m a member of Student Social Work Association and a couple other organizations on campus. My involvement on campus is widespread; but, at the start of my career at Ohio University started my experience in the Office of Multicultural Success and Retention. I’m from Jackson, OH which is located in the heart of Appalachia. The demographics of diversity for Jackson are definitely lacking with over 94 percent of the population being white. Due to the lack of diversity in my upbringing, I knew I needed to become more involved and learn more about diversity and inclusion on campus.

I want to advocate for my friends and peers that have suffered from the actions taken by other students at Ohio University. As a white woman, I feel fairly safe on this campus; but I do not want the safety or learning experiences compromised for the people that I love. Throughout my conversations as a young adult, I have learned that the most important part of being an ally is listening to who you are being. When I was asked to speak today, I felt hesitant because I did not want to take away from the voices that needed to be heard but I acknowledge the importance of allyship and wanted to demonstrate to students how to be a better ally.

I’m not going to sit here and speak for a long period of time because my voice is not the most important in the room and I cannot speak for my peers of color; but, I can do my best to ensure action steps are being taken. Where your role falls into this, when making decisions, it is needed that students, especially of color, be included in giving their ideas and input.

Even though I will never be able to understand the effects of racism on my peers, I have my own experience and diversity. For those who do not know me, my story is different from the average college student. On my arrival at Ohio University, I was a single teen mother, raising a five-year-old child. Only two percent of teen moms graduate college. This statistic has hovered over me throughout my career and helped motivate me. Friends, family, and offices on campus, have helped support me and have made an impact on my success at Ohio University. Throughout my experience as a mother, I have implemented conversations with my son on how to support others and be an ally.”

Jhasmin Glass stated, “I’m a first-year student in the college of business here studying management and I’m from Columbus, Ohio. When I came to OU I was determined to be involved in the community, specifically, the multicultural one. I originally started as the freshman representative for the black student union before transitioning into the role of public relations I was recently elected as the secretary for the Asian American, pacific islander, student union here which was just founded this school year. As a multi-racial student here on campus, I’m exposed to a lot of different perspectives, and I interact with a multiple multitude of communities here.

Upon getting involved with several organizations I was really disappointed to see a clear lack of support from the administration. While there are many multicultural organizations on campus

it felt as if they were simply tolerated and allowed to exist instead of given the full support to create a community of safety for other students on campus. Minority communities are such a vital aspect of your college experience. I firmly believe that students should have every support given to them so that they can feel as if they belong here. College is a difficult thing in itself to just get through and without support it's even harder to succeed and graduate on time or graduate in general.

Every individual student here should feel a sense of belonging and a sense of support from their peers, from the community, and from the administration. On the other hand, they go hand-to-hand with the classroom experience. Classroom experience is a vital part of just academic success and enjoyment of college many students here feel isolated and unsafe in the very classrooms where they're supposed to grow and learn and become the best person that they can.

I personally have had several instances, even in my first year, where I felt uncomfortable or singled out in my classroom. Earlier in the semester, in one of my classes, we were having a presentation on genuine leadership and what professionalism is. We got to a slide with several bullet points about what is traditionally considered unprofessional such as tattoos especially like facial tattoos. I was looking at the slide and the fourth bullet point on the slide said African American hair, specifically, female and the fifth bullet point on the slide said Asian American names as in they're often difficult for a majority of people to pronounce.

I was shocked to see that because while things are changing times are changing our perceptions of professionalism have grown. Upon getting to the fourth bullet point that said African American hair my professor looked me in the eyes and said may I use you as an example? Now this classroom was majority white students, and I was the only female of color in that classroom I felt very singled out, very exposed among my peers. I'm coming here to get my education to succeed, and I didn't think I'd find myself in that situation to be an example for the rest of my peers. I know that professor had no malicious intent it simply came from a place of ignorance and a lack of perspective. No matter the intent the professor conveyed a very harmful lesson that day into the classroom. To the majority of the white student peers sitting there it enforced harmful stereotypes and biases and it's why it's so crucial that professors learn how to use inclusive and respectful language.

The ability to do this and be more aware and have a bigger perspective is not something that can be learned overnight; it's something that must be taught and repeatedly reinforced. I strongly believe that all professors here need implicit bias training so they can be more conscientious of their words, body language, and actions, and the big effect that that has on the students in the overall classroom environment here. Thank you.”

Dayna Shoulders stated, “I'm the President-Elect of our student senate. First, I wanted to speak on the first thoughts I've had going into my position. What I've observed in just the past month, this past month I have observed an overall lack of connection between engagement groups and our office. Many students want change and are active in doing so but have no idea what other organizations on campus are doing. Many students are trying to reinvent the wheel and feel as if their problems are singular; but, what I've found through connection and talking

to other people, that many of us face similar challenges; challenges that can be fixed; challenges that simply come down to an overall lack of effective communication not having to be afraid of trying new things and speaking to new people. I decided if I was going to ask others to do something, I would try it myself. I did and I went around listening to others; listening to student groups that are different than each other to see what problems they faced and to just listen, not as a president-elect or a president of a student org. Some students don't even know who's here to help them, so they don't ask.

The challenges that I have faced has been seeing so much hope within our students and seeing so much of it going to graduating faster than they got here and not being able to actually implement the change that will be the cornerstone for future change.

I've learned many things. I've learned that we all want what's best for our university. Many want to help but don't know how. We need support. How many times can I talk to the same advisor about the same problem without that advisor having a similar problem themselves. Once you start talking to those who actually help our students, we realize that they have their own struggles as well and that might go into the reason why it's hard for us to keep our very amazing staff and faculty here who have supported and dedicated a lot of their career to directly impacting students' lives. There's also this interesting point of intersectionality on our campus. I've had so many students say, you know I wish we had this, and I go, well we have over 500 student orgs; I'm pretty sure we have it somewhere.

I'm so proud of all that we have accomplished at our university and the plans we have to do better. Student stories will be the way that we move forward. Stories like the ones that we have shared today and stories like the ones that I have come to know today, we are asking you to continue to listen to these stories of the students because for every one of the stories that we've shared there are hundreds just like them and hundreds more that are yet to be learned. Thank you so much for your time.”

President Sherman reviewed some of the initiatives that have been talked about including engaging a nationally known expert to come in do a review of all of our policies, programs, practices, and the climate one of the organization, engaging the students stakeholders and university planners to re-envision a multicultural center space, explore additional diversity training, expand options in our residence halls to foster a better sense of belonging, expand diversity awareness training throughout the first year student experience including the bobcat student orientation welcome week.

Chair Cooper thanked the students and shared how important the student voices were to the Board.

Trustee Coleman thanked the students for their fortitude for coming to this meeting today and commended them on the forum they organized. She encouraged them to continue to use their voice to hold us accountable and to hold each other accountable. Lastly, Trustee Coleman stated that we I want to say that we recognize that racism and sexism is alive and well and they should never cease being leaders and that the board is hearing what they have to say, and that President Sherman, the board, and the administration is listening and we will get better.

Chair Cooper added that, “as we all know that actions speak louder than words and now's the time for us as an institution to demonstrate the commitment to ensure that Ohio University fully supports the rights and dignities of each member of our community our university must be an institution that's grounded in inclusion and respect for one another. To that end, the trustees endorse the immediate initiatives that President Sherman mentioned for change, and we will hold the administration accountable for its commitments made to our community to enact both the short-term actions and the long-term planning to advance the institution's goals of diversity, equity, and inclusion. We want every member of our community to feel safe, supported, and included. We will do our best to enforce those things. Thank you.”

Chair Cooper then recognizes VP Secuban and thanked her for taking on the inaugural role of bringing together the diversity operation as it exists and said she should be proud of what she's accomplished at Ohio University and that she will be missed.

Adjournment

Chair Cooper stated that the day's business was complete and asked Secretary Moore for the date and location of the next meeting. Secretary Moore stated that the trustees have a Board Meeting scheduled on Thursday and Friday, January 13th and 14th in Athens OH. Chair Cooper thanked everyone for coming and adjourned the meeting at 3:23pm.