



OHIO  
UNIVERSITY

# Board of Trustees

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

Dublin, Ohio

## Agenda

June 13, 14, 2024



**BOARD ACTIVITIES for June 13, 14, 2024**  
**Dublin Integrated Education Center, Rooms 246/247, Dublin, OH**  
**Activity & Committee Meeting Schedule**

*Times are approximate*

**Thursday June 13, 2024 – Dress – Business**

8:30 am	Breakfast
9:00 am	Executive Session, Room 249
11:45 am	Lunch, Room 212
1:00 pm	Academics and Student Success Committee, Rooms 246/247
2:10 pm	Break
2:20 pm	Resources, Facilities, and Affordability Committee, Rooms 246/247
6:00 pm	Dinner

**Friday June 14, 2024 – Dress – Business**

8:30 am	Breakfast
9:00 am	Audit and Risk Management Committee, Rooms 246/247
9:10 am	Governance and Compensation Committee, Rooms 246/247
9:20 am	Executive Committee, Rooms 246/247
9:50 am	Break
10:00 am	Main Board Meeting, Rooms 246/247
12:00 pm	Lunch, Room 212

**Exhibit A**  
**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 No Bylaws shall be enacted, amended, or repealed, except by a vote of a majority of the members (5 votes) of the Board authorized to vote, and then only after thirty (30) days notice of a proposed change has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. First Vice-Chair
- c. Second Vice-Chair
- d. Secretary
- e. 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 First Vice-Chair, in the absence or incapacity of the Chair, shall assume the duties and obligations of the Chair. In the event both the Chair and First Vice-Chair are absent or incapacitated, the Second Vice-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, First Vice-Chair, Second Vice-Chair, Secretary, and Treasurer shall be elected annually by the Board.

Section 2. The Chair, First Vice-Chair, and Second 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

3. 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 6. 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 7. 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\_Chairs 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.

### **Revision Dates**

*Revised April 5, 2024*

*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*

# **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.

**AGENDA**  
**Board of Trustees Meeting**  
**Ohio University**  
**Dublin Integrated Education Center, Rooms 246/247, Dublin, OH**  
**Thursday and Friday, June 13, 14, 2024**

**Thursday, June 13, 2024**

Roll Call

Approval of Minutes: April 2024

Tab 4: Approval of Agenda

Comments from the Chair of the Board of Trustees

Tab 5: Executive Session

Tab 6: Academics and Student Success Committee

Lunch

Tab 7: Resources, Facilities, and Affordability Committee

Dinner

**Friday, June 14, 2024**

Tab 8: Audit and Risk Management Committee

Tab 9: Governance and Compensation Committee

Tab 10: Executive 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 17: **Consent Resolution:** Faculty Fellowship Awards
- Tab 18: **Consent Resolution:** Emerita / Emeritus Recommendations
- Tab 19: **Consent Resolution:** RHE Coordinating Council (RCC) Appointments
- Tab 20: **Consent Resolution:** OHIO Degree Designations (all colleges)
- Tab 21: **Consent Resolution:** Program Reviews
- Tab 22: **Consent Resolution:** College of Health Sciences and Professions Restructuring
- Tab 23: **Consent Resolution:** Program Name Change HSP Child and Family Studies
- Tab 24: **Consent Resolution:** New Center COB Applied Finance Center
- Tab 25: **Consent Resolution:** Department Name Change CAS Geological Sciences
- Tab 26: **Consent Resolution:** HSP Nursing Program Expansion
- Tab 36: **Consent Resolution:** Ridges Roadway Easement
- Tab 40: **Consent Resolution:** Internal Audit FY Audit Schedule

Tab 48: President's Report

Unfinished Business

New Business

Communications, Petitions, and Memorials

Announcement of Next Stated Meeting Date

Adjournment

**AGENDA**  
**Executive Session**  
**Ohio University – Dublin, OH**  
**Thursday, June 13, 2024 – 9:00 am**

**EXECUTIVE SESSION:** Room 249 (Board moves to Room 249 for executive session)

**AGENDA**  
**Academics and Student Success Committee**  
**Ohio University – Dublin, OH**  
**Thursday, June 13, 2024 – 1:00 pm**

**Academic Quality**

- Tab 12: Faculty Spotlight: Dustin Grooms
- Tab 13: Faculty Retention Update

**Standing Reports and Updates**

- Tab 14: Fall 2024 Enrollment Update
- Tab 15: Annual Approved Certificates
- Tab 16: Promotion and Tenure

**Consent Agenda & Program Items**

- Tab 17: **Consent Resolution:** Faculty Fellowship Awards
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- Tab 19: **Consent Resolution:** RHE Coordinating Council (RCC) Appointments
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**AGENDA**  
**Resources, Facilities, and Affordability Committee**  
**Ohio University – Athens, OH**  
**Thursday, June 13, 2024 – 2:20 pm**

Tab 28: FY24 Financial Forecast

Tab 29: **Resolution:** FY25 Operating Budget

Tab 30: **Resolution:** Tuition and Fee Increases

Tab 31: **Resolution:** Other Fee Changes

Tab 32: **Resolution:** Extend/Revise Scholarship Match Program

Tab 33: **Resolution:** Capital Projects

Tab 34: **Resolution:** FY25 Capital Improvement Plan (CIP)

Tab 35: **Resolution:** FY25 Century Bond Allocation

Tab 36: **Consent Resolution:** Ridges Roadway Easement

**Information Items**

Tab 37: Facility Projects Update

Tab 38: Financial Narrative

**AGENDA**  
**Audit and Risk Management Committee**  
**Ohio University – Dublin, OH**  
**Friday, June 14, 2024 – 9:00 am**

Tab 40: **Consent Resolution:** Internal Audit FY Audit Schedule



**AGENDA**  
**Governance and Compensation Committee Meeting**  
**Ohio University – Dublin, OH**  
**Friday, June 14, 2024 – 9:10 am**

Tab 42: **Resolution:** Appointment of Regional Trustee

Tab 43: **Resolution:** Election of Treasurer of the Board

Tab 44: **Resolution:** Election of Secretary of the Board

**AGENDA**  
**Executive Committee Meeting**  
**Ohio University – Dublin, OH**  
**Friday, June 14, 2024 – 9:20 am**

Tab 46: **Resolution:** Mission, Vision, and Values

Tab 47: **Resolution:** Dynamic Strategy: Goals and Strategies

**ACADEMICS AND STUDENT SUCCESS COMMITTEE**



**OHIO**  
UNIVERSITY

## **Interoffice Communication**

**Date:** May 22, 2024

**To:** The President and Board of Trustees

**From:** Elizabeth Sayrs, Executive Vice President and Provost  
Dustin Grooms, Professor, Physical Therapy

**Re:** **The Future of Orthopaedic Rehabilitation Discovered at Ohio University**

In this presentation we spotlight faculty member Dustin Grooms, Professor of Physical Therapy, and three members of his research team, Justin Rush, Amber Schnittjer, and HoWon Kim.

Dr. Grooms specializes in neuroplasticity and biomechanics with a focus on how a person's brain changes after a musculoskeletal injury, such as to the knee ligaments like the ACL. By studying how orthopaedic and athletic injuries affect the brain his team has had a series of scientific and clinical breakthroughs. These include the discovery of the neuroplasticity associated with injury and importantly the development of ways to enhance how the brains control the body after injury. Novel therapies from the lab include the use of virtual reality and sensory reweighting technologies that change brain activity during exercise to cognitive-motor integrated return-to-activity or duty testing to ensure patient recovery.

In this presentation Dr. Grooms and his team will talk about their research which explores how injuries affect the way the body communicates with the brain and some of the new therapies they have developed. The presentation videos demonstrate experiencing an ACL injury, the teams' biomechanics lab in action, the brain activation pattern of those that are injured vs. healthy. It will also focus on the team's sport simulations in virtual reality and the ongoing Department of Defense funded trial to enhance rehabilitation videos, including showing some of the exercises.

Key takeaways are:

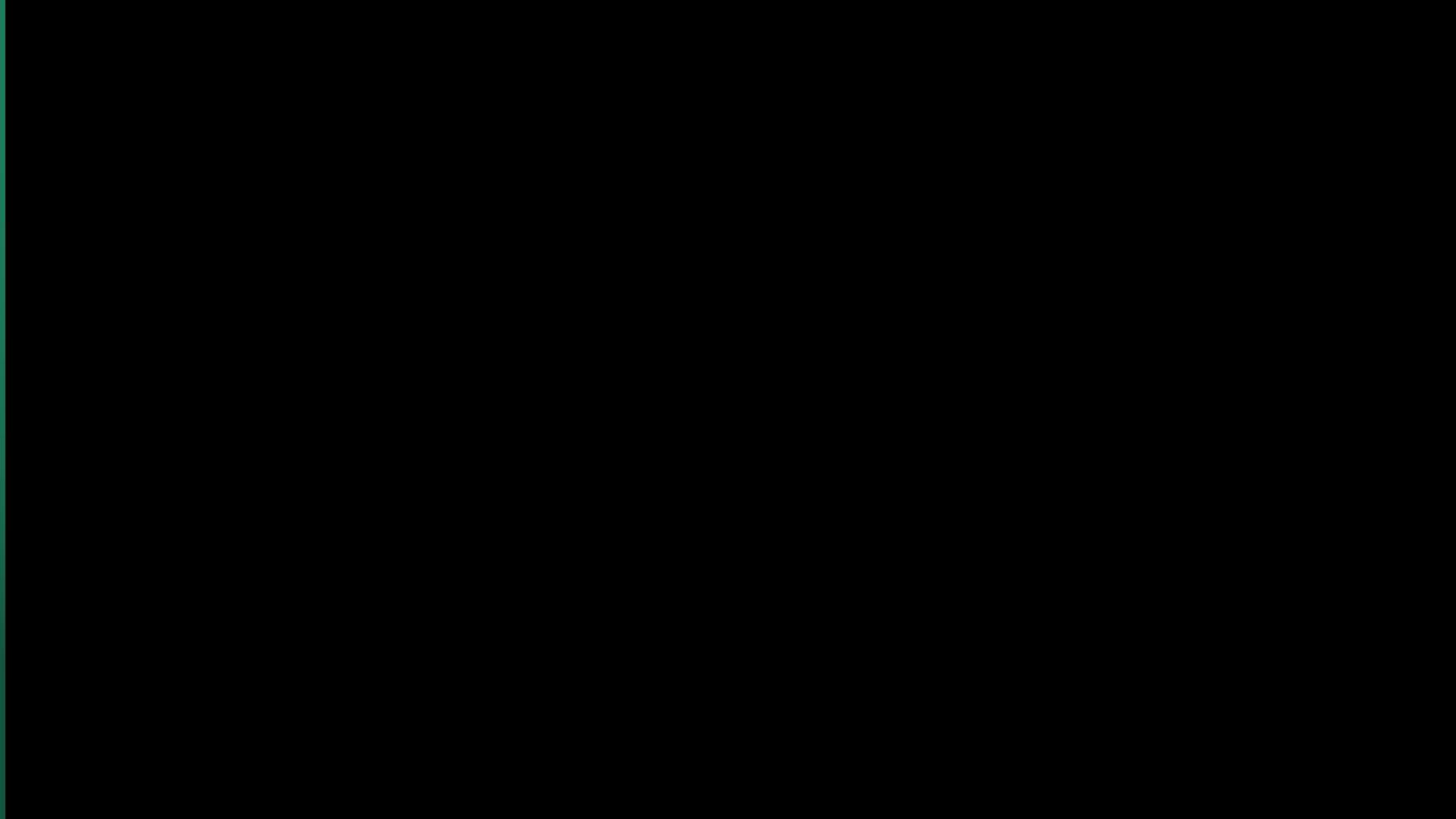
- Ohio University has world leaders in key medical areas changing the future of medicine.
- Investment in research infrastructure and collaboration enabled breakthroughs and extensive publications and grant activity.
- Ohio University can be highly competitive as an R1 institution and make gains in international reputation.

June 13, 2024

# The Future of Orthopaedic Rehabilitation Discovered at Ohio University

Tab 11; pg 25

# Welcome to the Laboratory!



**OHIO**  
UNIVERSITY

COLLEGE OF HEALTH SCIENCES AND PROFESSIONS

**DIVISION OF PHYSICAL THERAPY**

Dustin R. Grooms PhD, AT, CSCS



OHIO MUSCULOSKELETAL  
AND NEUROLOGICAL INSTITUTE

Heritage College of Osteopathic Medicine

**LIVE LONGER. LIVE STRONGER**



# Joining us Today



Justin Rush, PhD, ATC

Post-doctoral Fellow in Physical Therapy

Joining us Today

LUTHER  
COLLEGE

OHIO  
UNIVERSITY



Amber Schnittjer, MS, ATC

PhD Candidate in Translational Biomedical Sciences



# Joining us Today

# OHIO UNIVERSITY



WEBER STATE  
UNIVERSITY



## HoWon Kim, MS, ATC

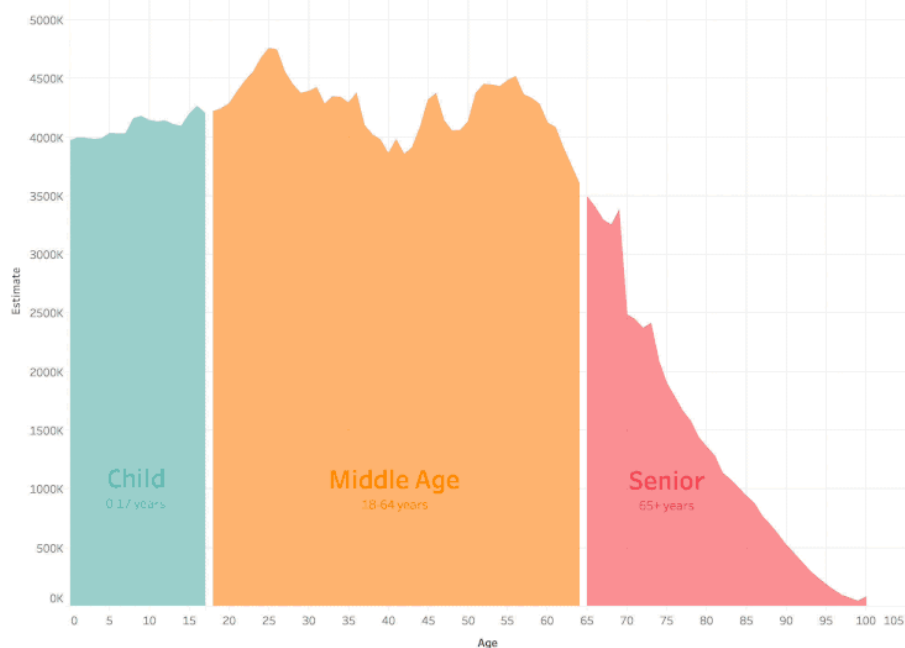
PhD Candidate in Translational Biomedical Sciences



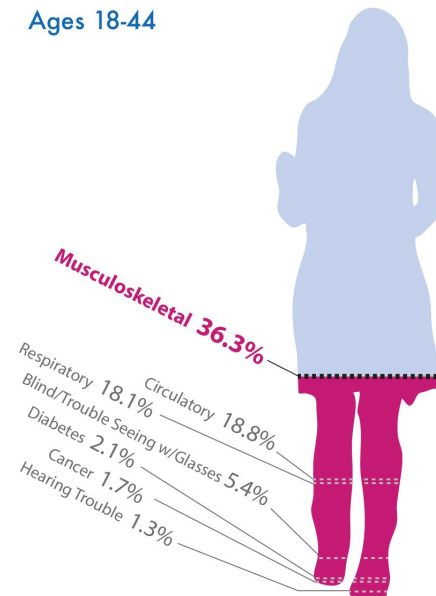
# Ohio Musculoskeletal and Neurological Institute (OMNI)

## Injury and Pain Research Center Center for Healthy Aging

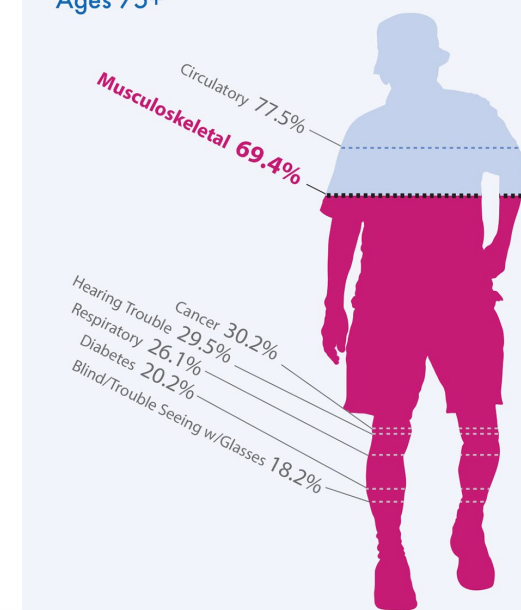
Population Distribution by Age Group in 2016



Ages 18-44



Ages 75+



**OHIO**  
UNIVERSITY

COLLEGE OF HEALTH SCIENCES AND PROFESSIONS  
**DIVISION OF PHYSICAL THERAPY**

Dustin R. Grooms PhD, AT, CSCS



**OHIO MUSCULOSKELETAL  
AND NEUROLOGICAL INSTITUTE**  
Heritage College of Osteopathic Medicine

**LIVE LONGER. LIVE STRONGER**





# Ohio Musculoskeletal and Neurological Institute (OMNI)

**Injury and Pain Research Center  
Center for Healthy Aging**



One of the Highest Extramurally  
Funded Institutes with over 25M in  
grants over the past decade



10 faculty in **top 5%** of ALL scientists  
5 faculty in **top 0.5%** of ALL scientists



**OHIO**  
UNIVERSITY

COLLEGE OF HEALTH SCIENCES AND PROFESSIONS  
**DIVISION OF PHYSICAL THERAPY**

Dustin R. Grooms PhD, AT, CSCS



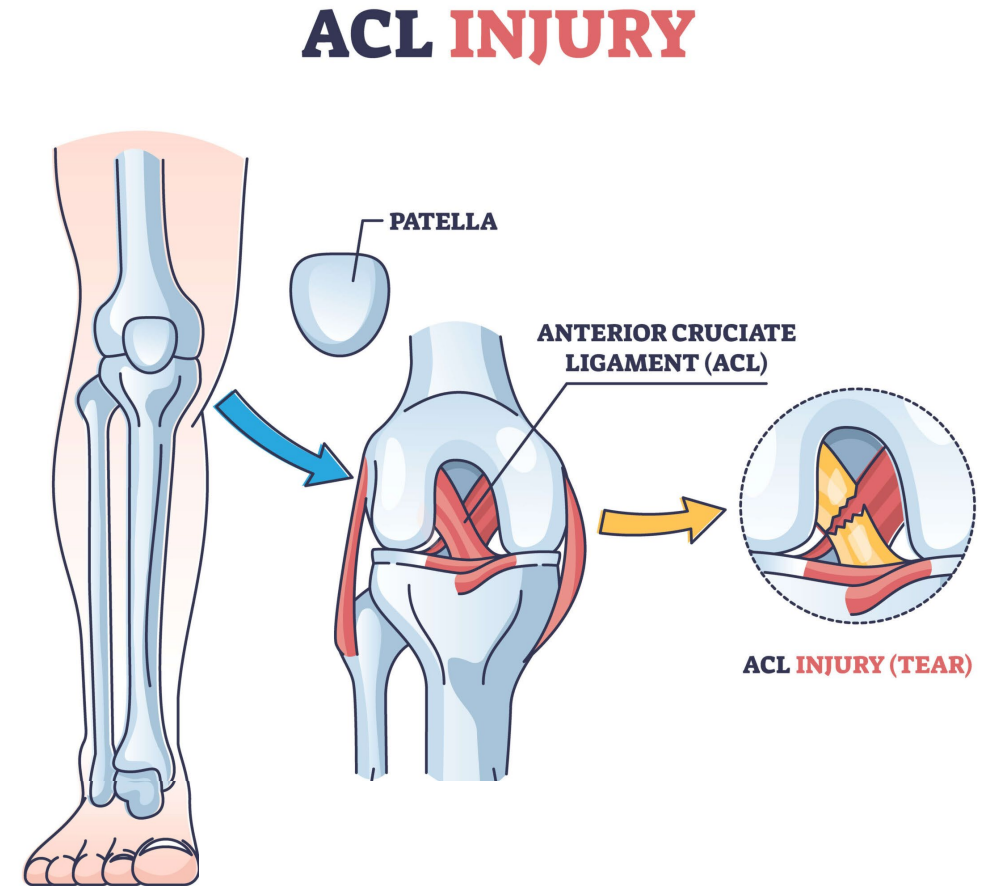
OHIO MUSCULOSKELETAL  
AND NEUROLOGICAL INSTITUTE  
Heritage College of Osteopathic Medicine

**LIVE LONGER. LIVE STRONGER**



# Knee Anterior Cruciate Ligament

- Ligament that connects the thighbone (femur) to the shinbone (tibia)
- The ACL stabilizes your knee when standing, walking and especially jumping and landing.
- >400,000 injuries in the US per year
- Costing over \$20 Billion in healthcare cost



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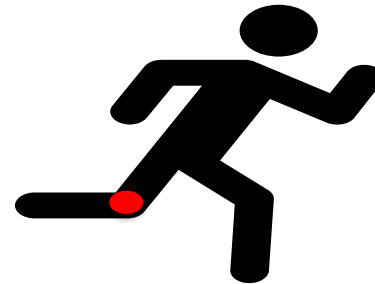
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# Knee Anterior Cruciate Ligament

- Ligament that connects the thighbone (femur) to the shinbone (tibia)
- The ACL stabilizes your knee when standing, walking and especially jumping and landing.
- >400,000 injuries in the US per year
- Costing over \$20 Billion in healthcare cost



**>30%**

secondary ACL tear  
same or other leg

**50%** OSTEOARTHRITIS  
within years of injury



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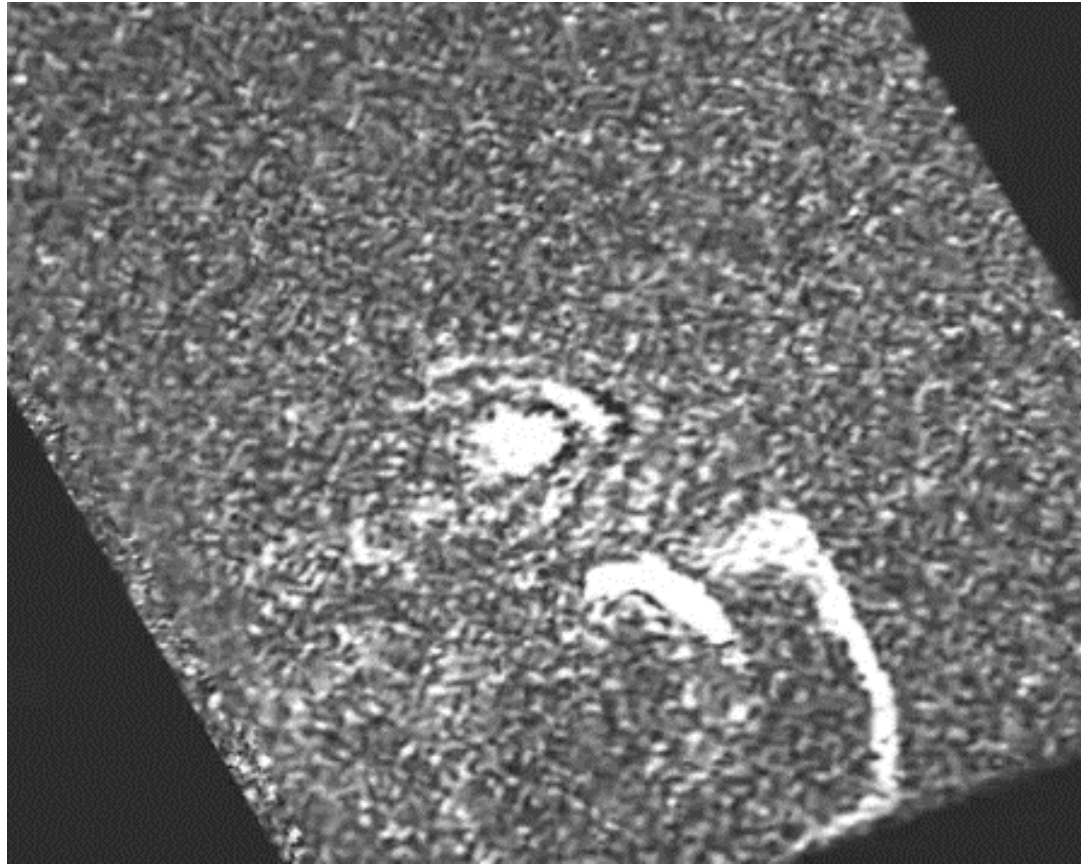
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# Understanding How the Brain Controls Movement



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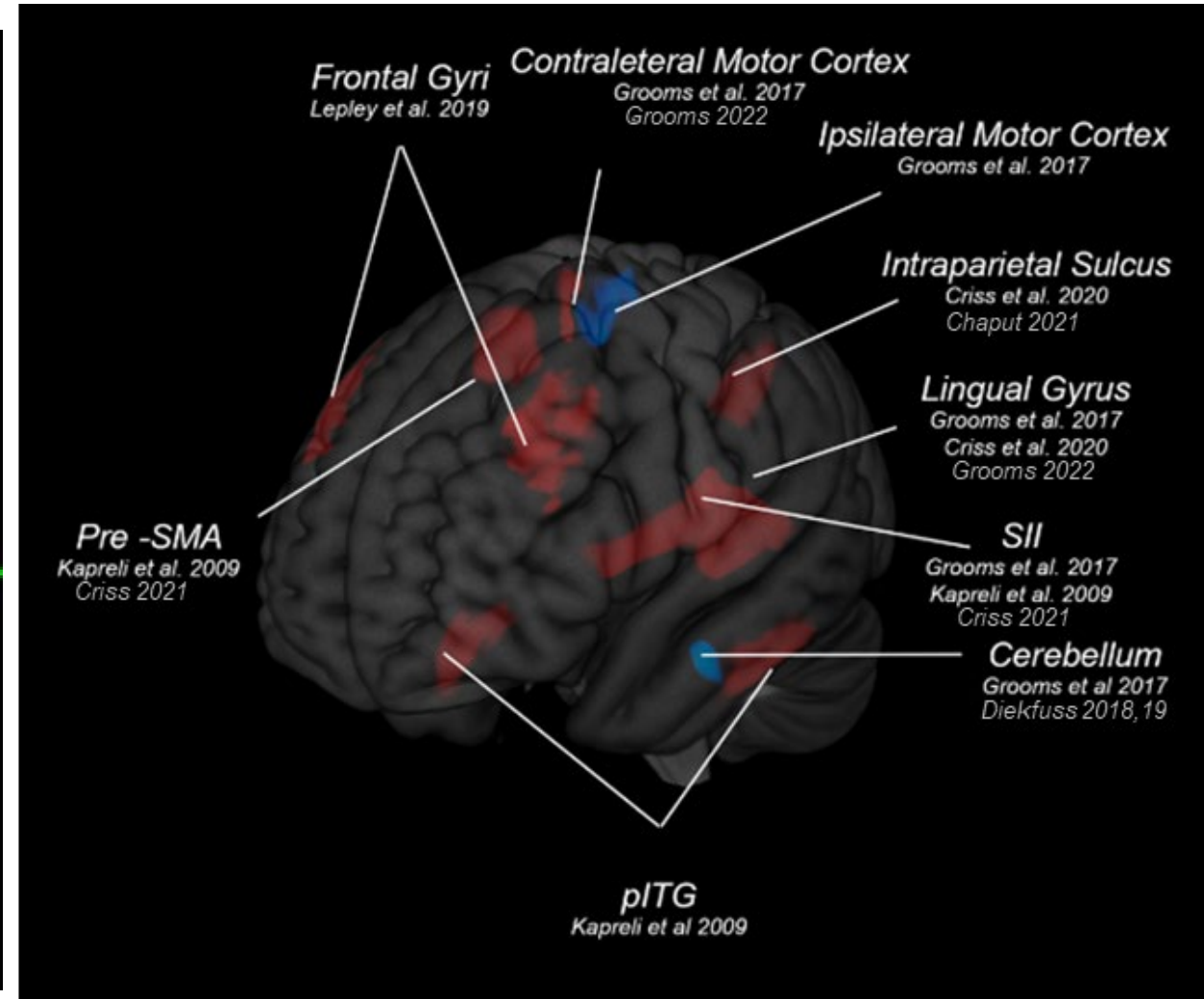
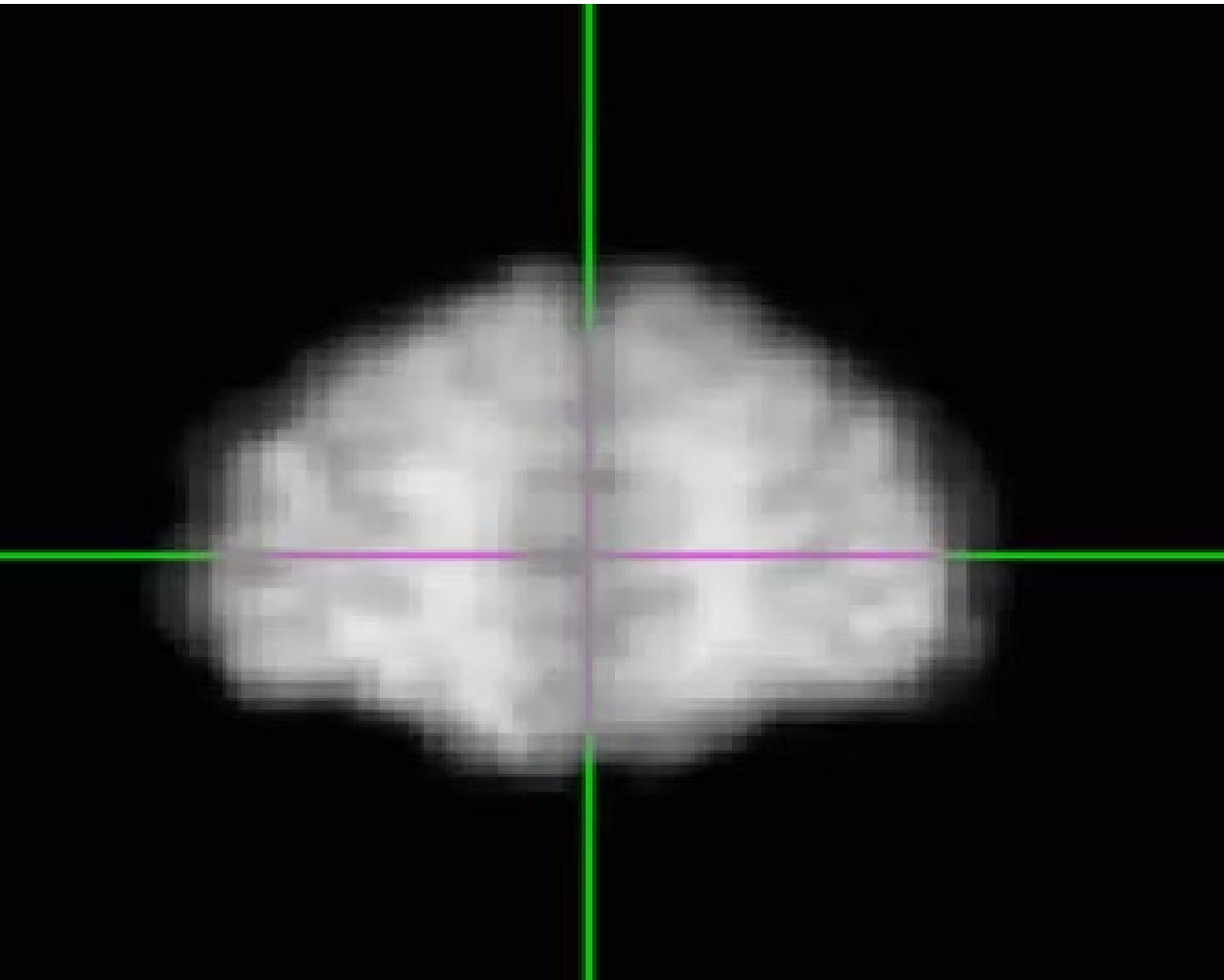
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# Latest Breakthroughs



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# Keeping up with the Future



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# Keeping up with the Future



Current MEG scanner based on  
SQUID sensors



New MEG scanner with OPM sensors

*Boto et al. (2018) Nature*



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# Bring Reality to the Lab



**NIH/NIAMS – R01 – Discovery of the Neural Drivers Underlying Injury-Risk Biomechanics**

**NIH/NIAMS – R01 – Neuroplastic Mechanisms for Acquisition and Transfer of Injury-Resistant Movement Patterns**

**Assessed in VR Simulated Sport**



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# Augmented Reality Biofeedback



**NIH/NIAMS – R01 – Neuroplastic Mechanisms for Acquisition and Transfer of Injury-Resistant Movement Patterns Assessed in VR Simulated Sport**



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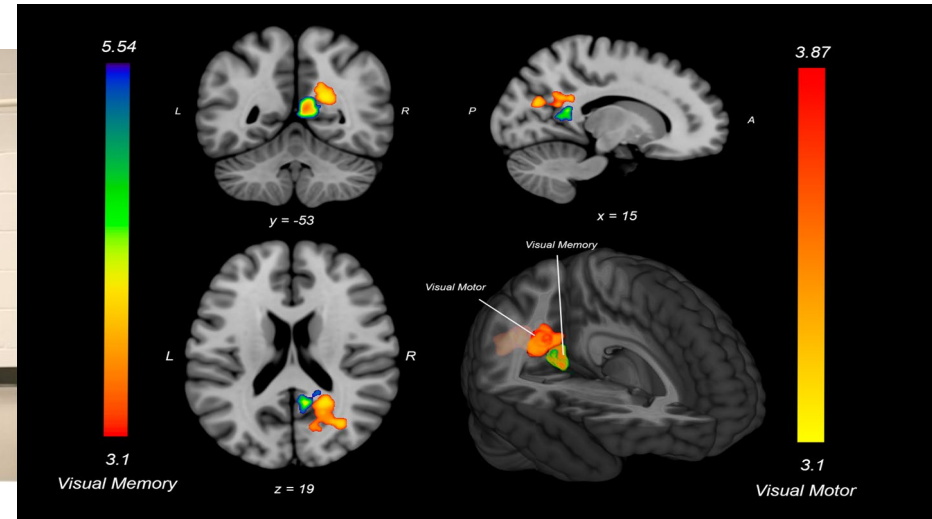


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# Rehab 2.0: Neuroplasticity Augmented Rehabilitation



Department of Defense W81XWH-18-1-0707 – Rehabilitation 2.0: Addressing Neuroplasticity in in the Musculoskeletal Rehabilitation Model



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# Acknowledgments

## PhD Mentors

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- Stephen Page PhD OT
- Deborah Larsen PhD PT
- Ajit Chaudhari PhD
- Susan White PhD

## Neuro Staff

- Francisco Aguila
- Deborah Hardesty
- Zhong-Lin Lu PhD
- Xiangrui Li PhD
- Jinghua Wang PhD
- Julie Golomb PhD

## Lab Mates

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- Meghan Miller MS AT
- Eric Schussler PT AT
- Jarred Bowman BS
- Cambrie Starkel BS
- Dan Clifton MEd AT
- Jay Young BS
- Jack Cerne BS
- Louise Thoma PT
- Matt Ithurburn PT

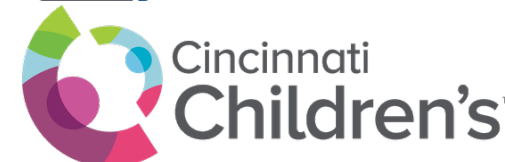
- Steve Jamison PhD
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- Scott Monfort PhD
- Laura Schmitt PhD PT
- Andrew Persch PhD OT
- Alexandra Borstad PhD PT
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# Neuromuscular Biomechanics and Health Assessment Laboratory



Dustin Grooms PhD, AT  
Professor



Janet Simon PhD, AT  
Professor



Brian Clark PhD  
Professor



Melissa Anderson PhD  
Professor



Justin Rush PhD, AT  
Post-Doctoral Fellow



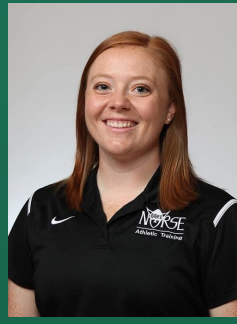
Joey Grooms  
Latest addition  
Pilot subject



Byrnadeen Farraye  
MS, AT  
Research Associate



HoWon Kim  
MS, AT  
PhD student



Amber Schnittjer  
MS, AT  
PhD student



Meredith Chaput  
DPT  
PhD graduate



Cody R. Criss  
DO/PhD graduate



Tim Wohl  
Neuroscience - HTC  
graduate



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## **Interoffice Communication**

**Date:** May 22, 2024

**To:** The President and Board of Trustees

**From:** Elizabeth Sayrs, Executive Vice President and Provost

**Re:** **Faculty retention update**

This presentation provides a brief update to the faculty retention information presented in June 2023, reflecting the first full year of faculty retention not impacted by the voluntary separation and retirement programs (VSRPs).

Key take aways from the information include:

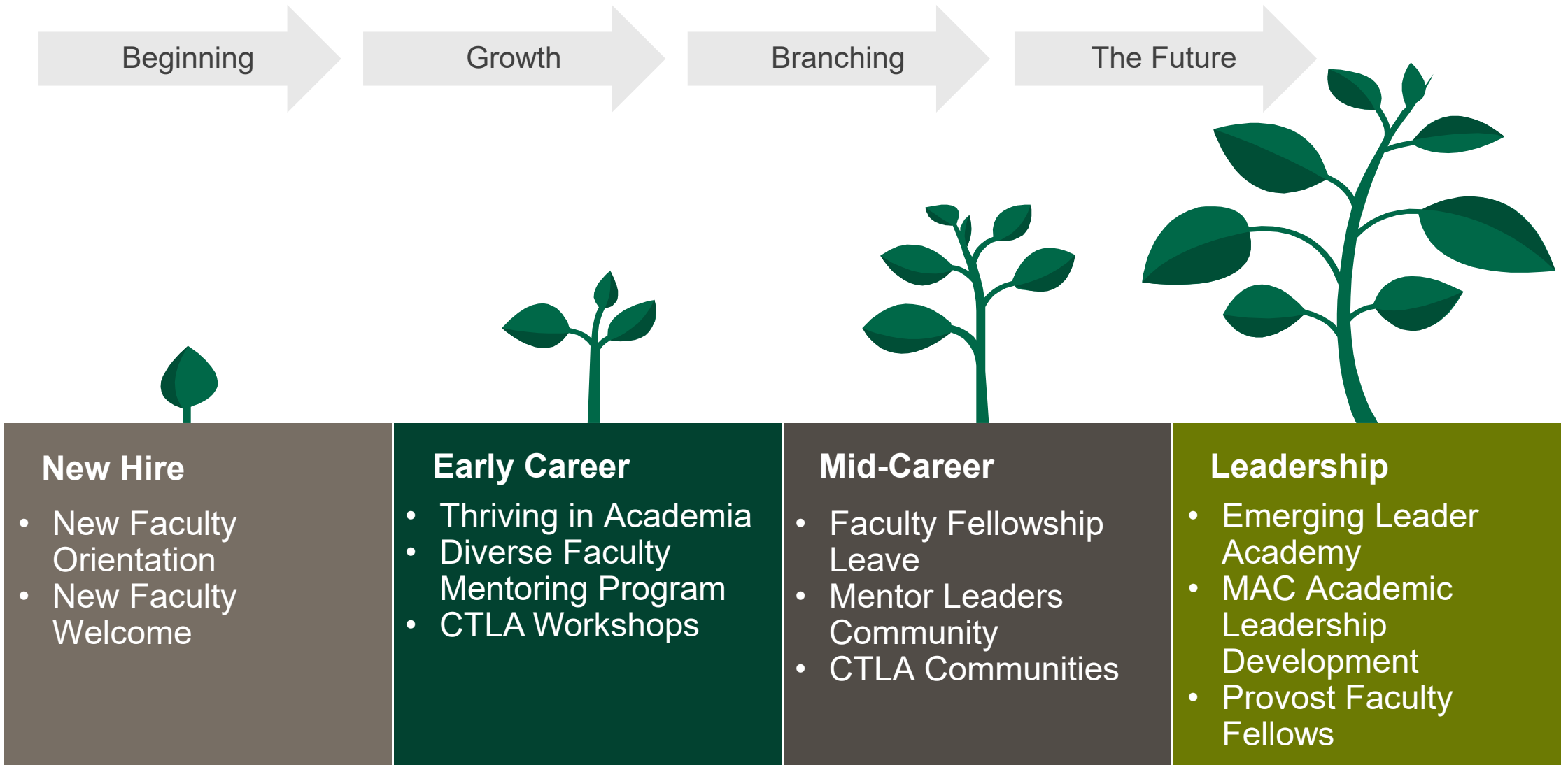
- Faculty retention varies by year, faculty classification, and college. Common reasons for leaving Ohio University were retirement, resignation, moving to an administrative appointment, and denial of tenure.
- Faculty retention has returned to the levels typical before the VSRPs.
- Rehiring of faculty in areas of student interest has shifted the relative proportion of faculty in each of the colleges.
- Initiatives to improve faculty retention implemented across the last several years include increased engagement, awards, and development opportunities across the faculty lifecycle.

June 13, 2024

# Faculty Retention Update

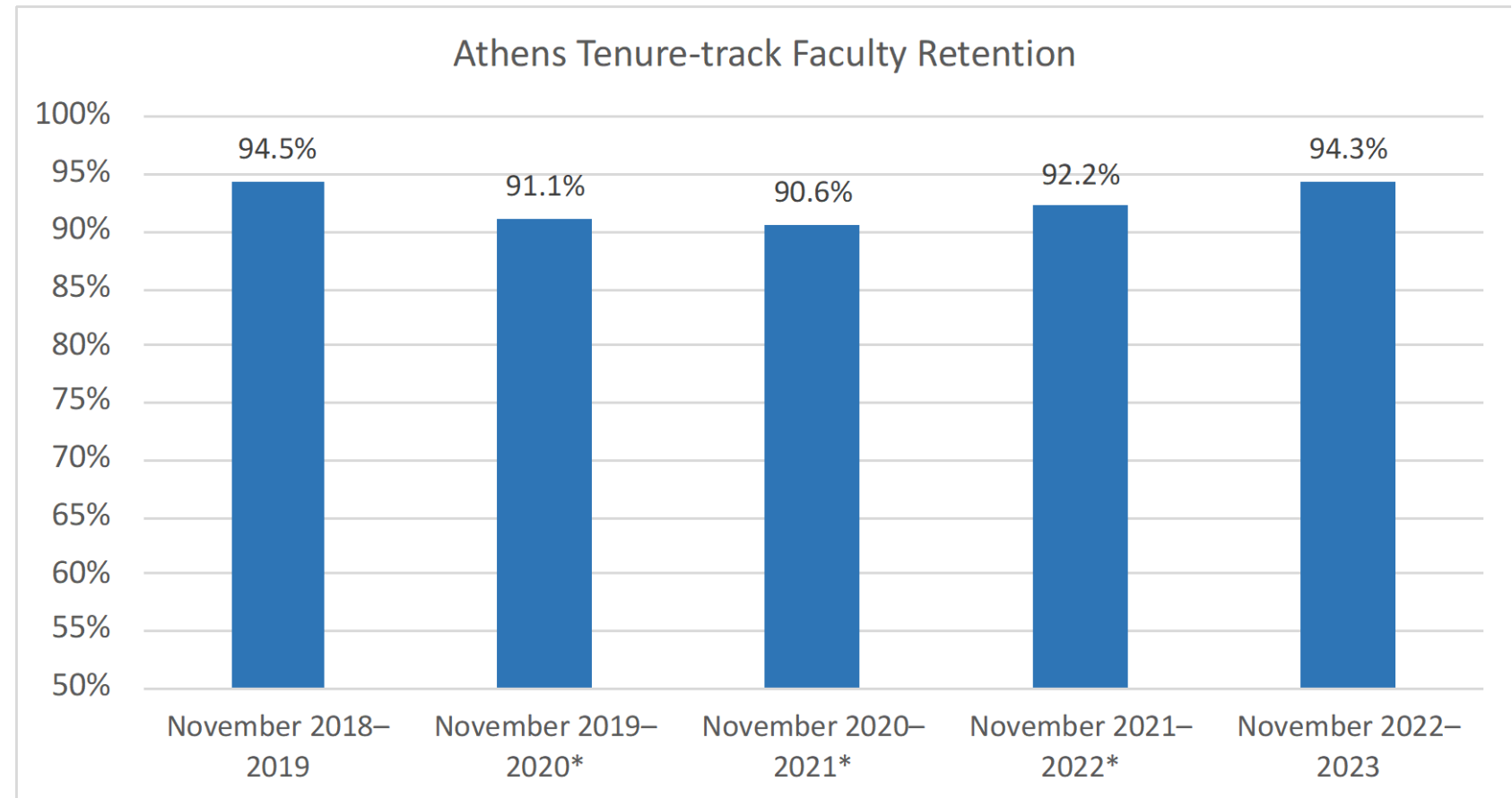
Tab 13; pg 46

# Faculty Development



# Athens Tenure-track Faculty Retention Trends

Faculty retention is based on a snapshot of all employees taken in November. Nov. 2019–Nov. 2020 is the same as AY2020–AY2021.



\* = retention impacted by VSRP; excludes HCOM, Voinovich, HTC

*Faculty not retained to university due to retirement, resignation, or tenure denial*

# Athens TT Faculty Retention by College

November 2022 to November 2023			
College	#	#retained	% retained
Arts & Sciences	229	212	92.6%
Business	53	53	100.0%
Communication	52	48	92.3%
Education	38	37	97.4%
Engineering	58	54	93.1%
Fine Arts	51	48	94.1%
Health Sciences & Professions	42	41	97.6%
HCOM	50	49	98.0%
Voinovich	7	7	100.0%
<b>Total</b>	<b>580</b>	<b>549</b>	<b>94.7%</b>

*Note: total includes HCOM and Voinovich so slightly higher retention than previous slide*

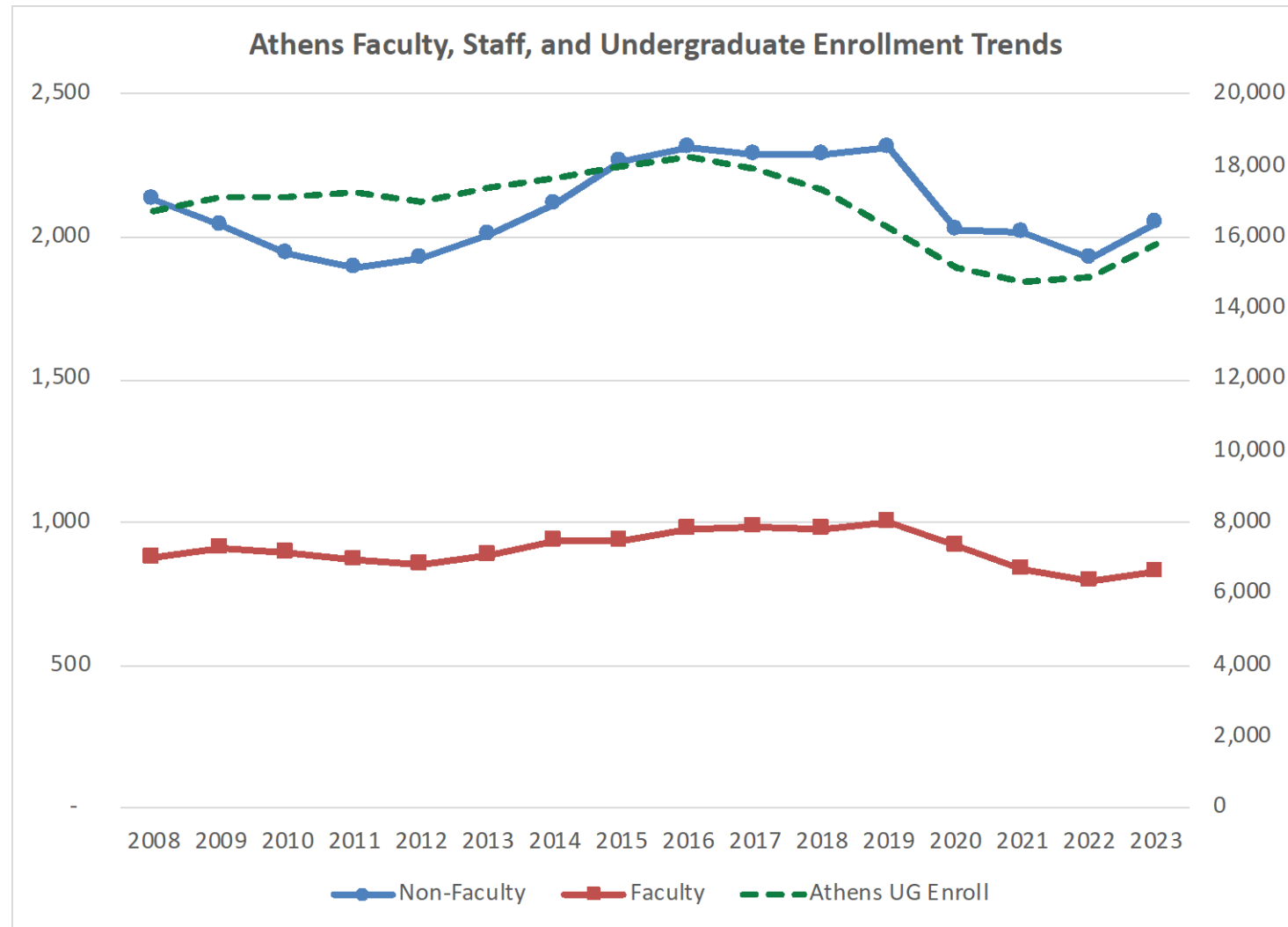
# Athens Faculty Trends

Tenure-track faculty	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Arts & Sciences	303	298	286	288	266	253	229	220
Business	63	60	57	60	60	52	53	55
Communication	72	70	64	68	57	54	52	49
Education	54	55	52	52	49	43	38	39
Engineering & Technology	83	79	77	79	76	66	58	56
Fine Arts	59	58	59	59	56	46	45	48
Health Sciences & Professions	52	53	51	46	47	40	42	42
<b>TOTAL</b>	<b>686</b>	<b>673</b>	<b>646</b>	<b>652</b>	<b>611</b>	<b>554</b>	<b>517</b>	<b>509</b>

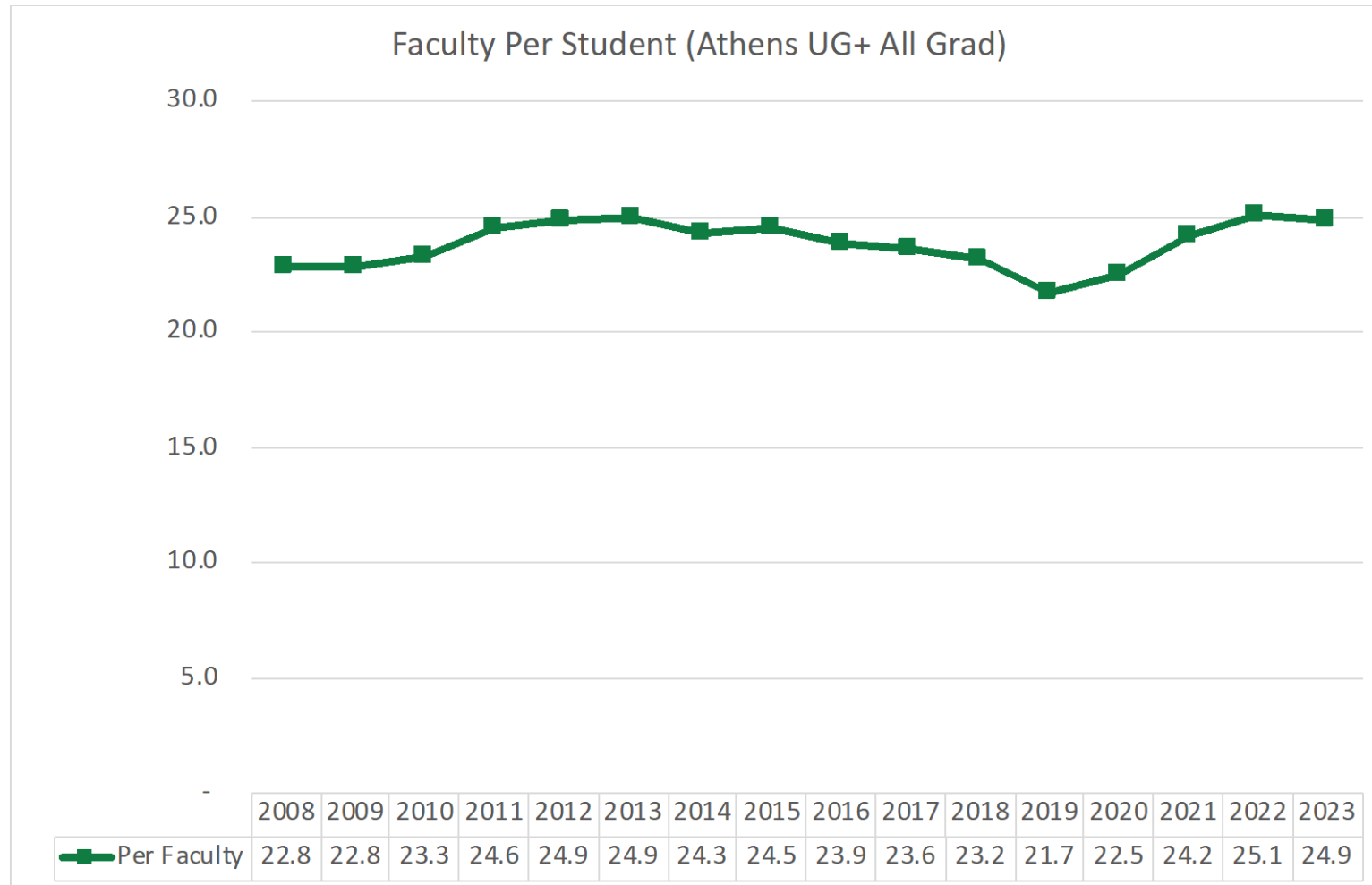
Total FT Faculty (TT, IF, Clinical)	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Arts & Sciences	403	403	382	388	341	305	287	286
Business	96	105	103	108	106	93	97	101
Communication	84	83	77	79	67	63	60	58
Education	87	89	86	86	79	73	76	78
Engineering & Technology	97	94	91	94	89	78	74	75
Fine Arts	71	72	76	79	78	71	75	86
Health Sciences & Professions	83	87	103	117	123	117	100	127
<b>TOTAL</b>	<b>921</b>	<b>933</b>	<b>918</b>	<b>951</b>	<b>883</b>	<b>800</b>	<b>769</b>	<b>811</b>

Note: total includes HCOM and Voinovich

# Faculty, Staff, and Athens UG Enrollment Trends

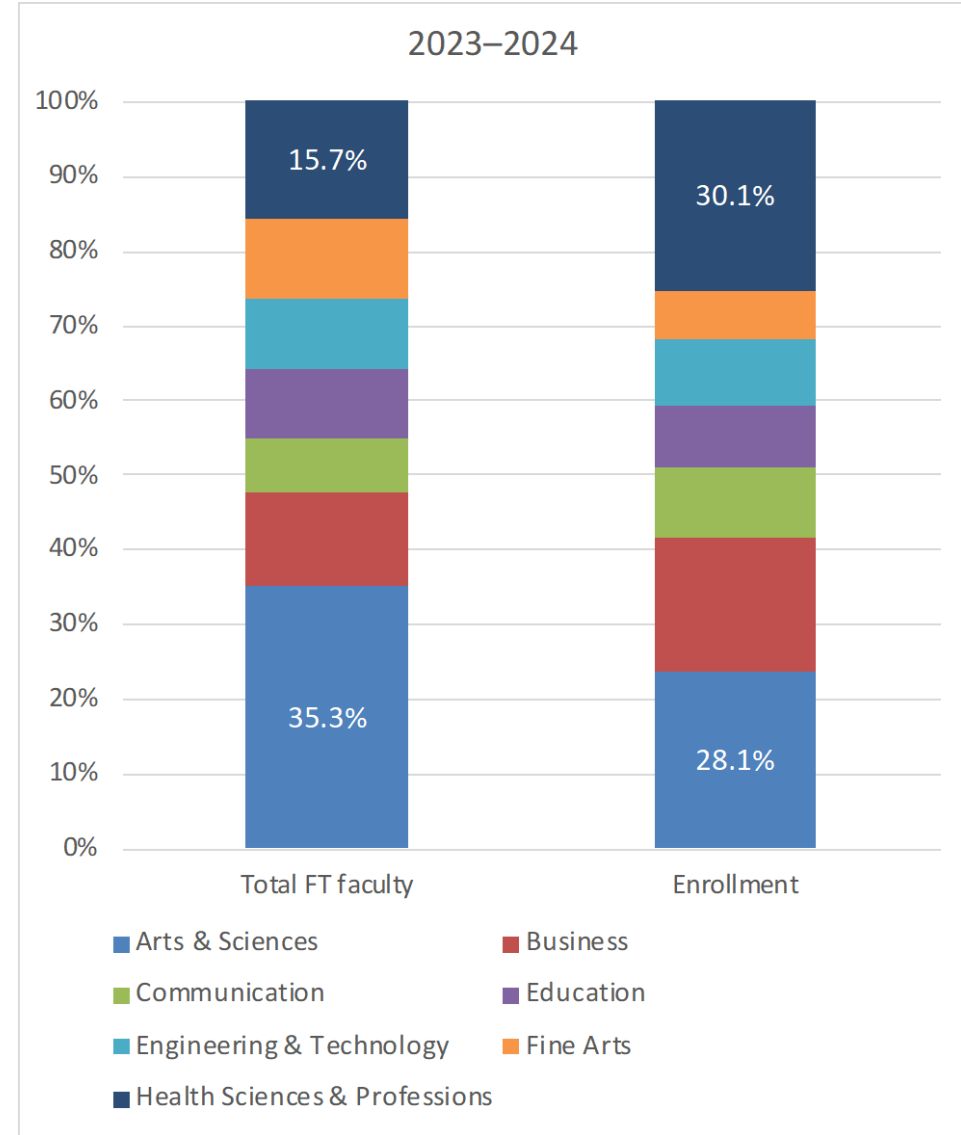
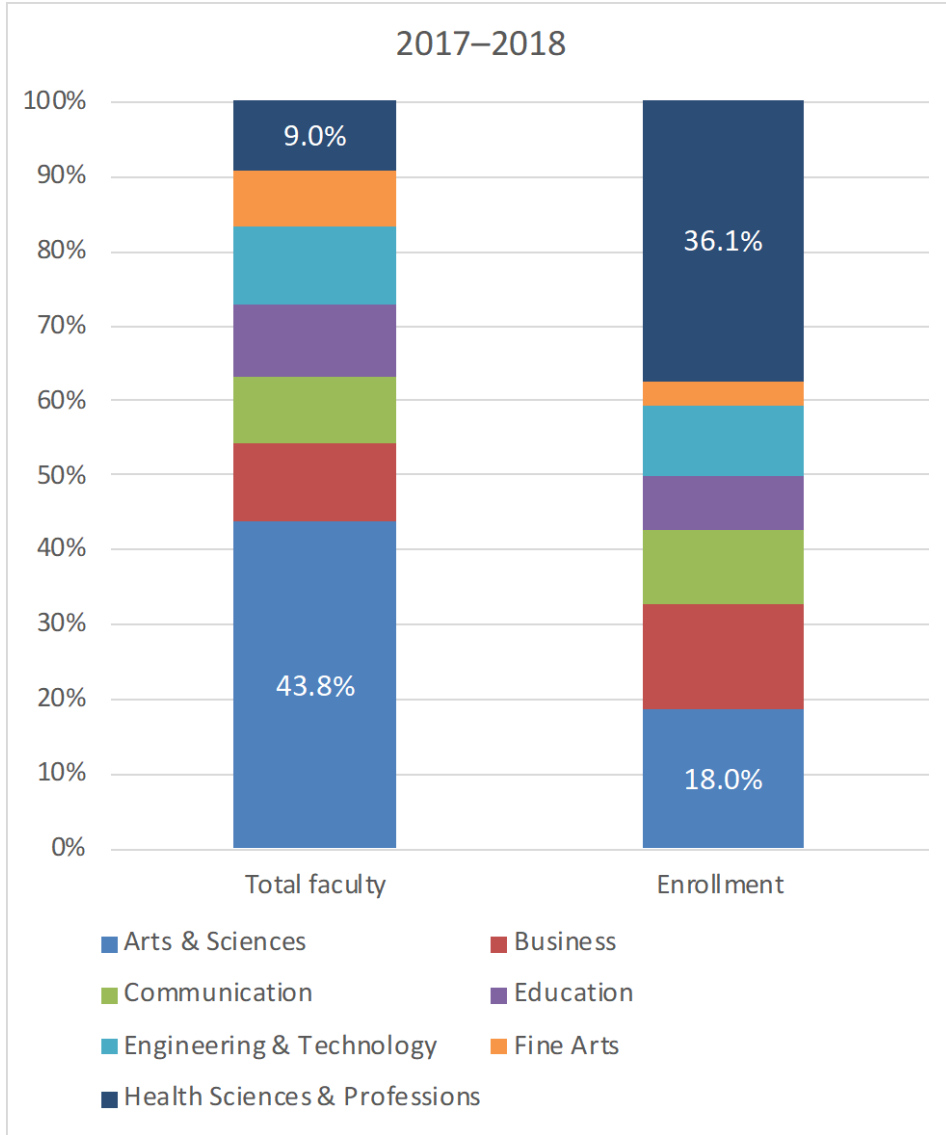


# Athens Faculty : Student Trends

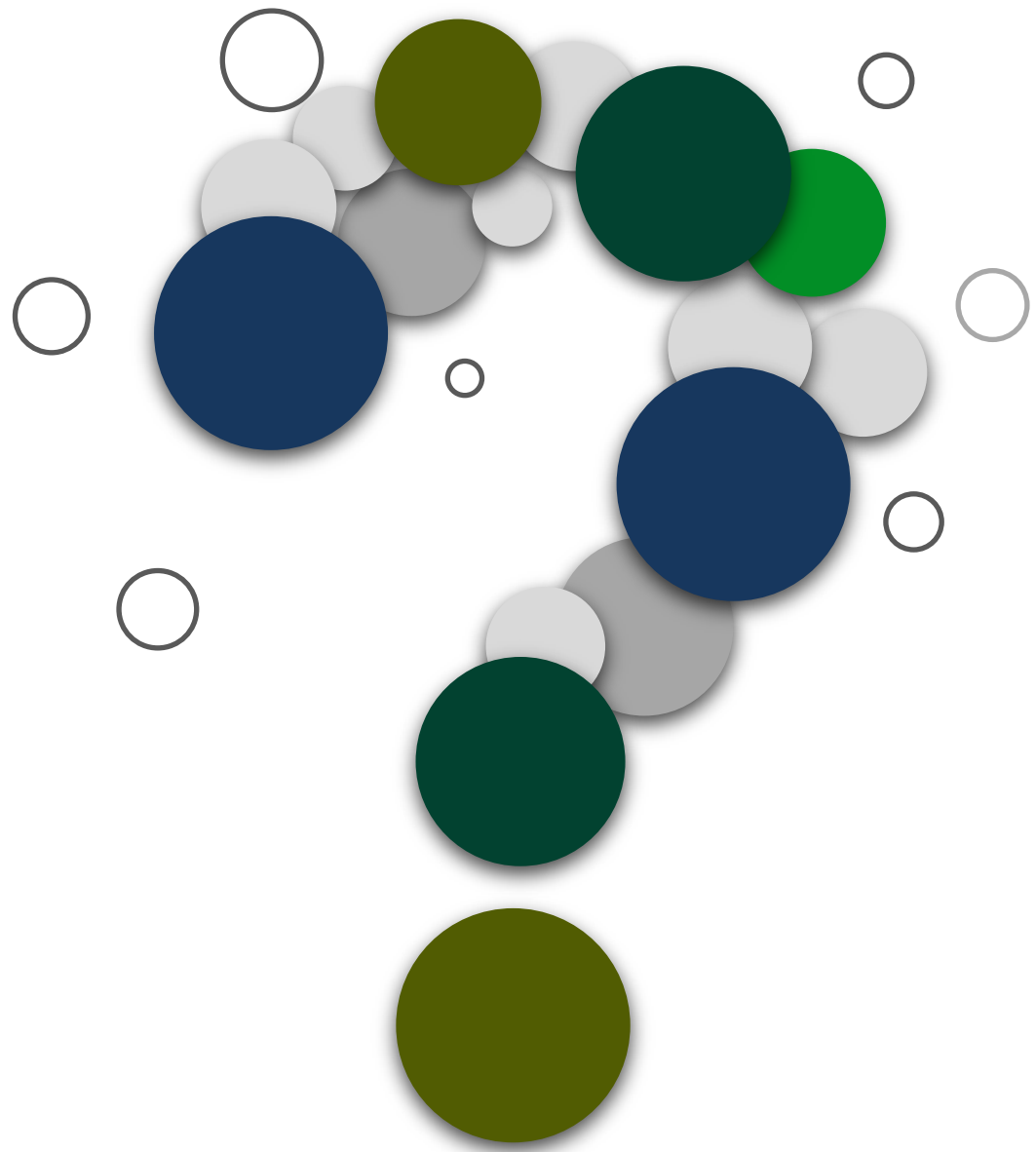




# Athens Faculty Distribution



# Questions?





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## **Interoffice Communication**

**Date:** May 22, 2024

**To:** The President and Board of Trustees

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

**Re:** **Fall 2024 Enrollment Update**

During the June meeting, I will provide a brief update on fall 2024 enrollment in progress. As you are aware, the United States Department of Education overhauled the Free Application for Federal Student Aid (FAFSA) for the 2024-25 aid cycle, with fundamental changes to the application form, the technical systems that undergird it and its processing, and the aid formula itself. Throughout the transition, federal processes and communications have been marked by extraordinary delays, errors, and confusion for all involved. With impacts on millions of college-bound and continuing students and their families nationwide, the FAFSA rollout has become one of the most significant disruptions in the history of American higher education.

Each year, more than 90% of OHIO students depend on various forms of financial aid—grants, scholarships, and loans—to pursue their education. In 2022-23, FAFSA filers at OHIO received more than \$202 million in federal grants and loans; many millions more were provided to students in state, institutional, and third-party aid using FAFSA results as well. To be sure, administration of financial aid is one of the most critical elements of contemporary enrollment management, and our teams have responded to this disruption by augmenting technical resources, bolstering support for the aid function, adapting business processes, and extending deadlines to provide flexibility for incoming and currently enrolled students and their families.

While final impacts on fall 2024 enrollment remain unknown as of the date of this memo, we entered this period in a strong position: interest in OHIO is at an all-time high, with record Athens freshman applications at 27k+. Thus far, we have weathered the challenges as well as or better than most public institutions of our size, thanks to the leadership of our capable aid and technology teams. We extended the deadline for first-year student confirmation of intent to enroll from May 15 (already changed from May 1) to June 1, so confirmation comparisons that drive enrollment projections are still outstanding at this time. During the meeting, I will provide real-time updates on the status of aid processing and any updates on enrollment projections that we might be able to offer.

June 13, 2024

# Fall 2024 Enrollment Update

Tab 14; pg 55

# “FAFSA Fiasco”

## EdConnect Key Dates

EdConnect is a Windows-based software financial aid administrators use to send and receive federal student aid information, including ISIRs. EdConnect is occasionally updated, but not necessarily in conjunction with the start of an aid processing cycle. Due to the changes in the FAFSA Simplification Act, EdConnect is updated for the 2024-25 cycle.

- November 8, 2023: ED sends Electronic Announcement
- December 4, 2023: ED announces issue with EdConnect future release
- February 27, 2024: ED announces release of EdConnect
- February 29, 2024: ED announces issue with EdConnect
- March 1, 2024: EdConnect version 8.6.1 is re-released
- March 11, 2024: ED announces issue with EdConnect 8.6.1. Instructions provided to users who download proposed actions to address issues

## FAFSA Key Dates

In a normal processing year, the FAFSA is released on October 1. Students complete the FAFSA, the FAFSA is processed, and ISIRs are generated within 3-5 business days and sent to institutions. Applicants and institutions are typically able to make corrections to the FAFSA immediately after it is processed. Below is a timeline of the 2024-25 cycle.

- December 27, 2020: Consolidated Appropriations Act, 2021 signed into law; includes FAFSA Simplification Act
- January 19, 2021: NASFAA includes FAFSA simplification as a top priority in a brief prepared for incoming Biden administration
- March 15, 2021: Consolidated Appropriations Act, 2022 includes technical revisions to the FAFSA Simplification Act including delaying implementation for FAFSA and SAI formula provisions to 2024-25
- November 28 - December 1, 2022: ED does not commit to October 1 FAFSA release date at its annual FSA Training Conference; shares vague dates for release of FAFSA-related documentation that do not appear to allow for an October 1 launch
- December 14, 2022: NASFAA and NCAAN send joint letter to White House asking for confirmation of whether 2024-25 FAFSA launch will occur on October 1
- February 7, 2023: ED officials refuse to commit to October 1 FAFSA release date for 2024-25 at NASFAA's Leadership & Legislative Conference & Expo
- March 15, 2023: NASFAA & other higher education organizations send a joint letter to ED asking for commitment on FAFSA release date
- March 21, 2023: ED releases Better FAFSA Better FUTURE Roadmap with announcement of December FAFSA launch
- March 27, 2023: ED releases 2024-25 paper draft FAFSA for 60-day public comment period
- September 18, 2023: ED releases second draft paper FAFSA for 30-day comment period
- October 13, 2023: NASFAA & other higher education organizations urge ED to provide specific FAFSA release date
- November 15, 2023: ED announces 2024-25 FAFSA will be available by December 31. Students will also be unable to make corrections to submitted FAFSAs until late January
- November 17, 2023: NASFAA joins other higher organizations in joint letter requesting more detailed information about timelines
- December 15, 2023: ED announces FAFSA release will be a "soft launch"
- December 30, 2023: FAFSA opens with significant outage periods and early reports of students unable to complete the application for various reasons
- January 7, 2024: FAFSA Issue Alerts page created documenting many issues impacting applicants' ability to complete the form, including students whose contributors (parents and students' spouses) lack a social security number (SSN)
- January 30, 2024: ED announces students will not be able to make corrections to submitted FAFSAs until the first half of March
- February 20, 2024: ED announces resolution for FAFSA contributors without an SSN coming in first half of March; releases 9-step temporary workaround
- March 12, 2024: ED announces that most contributors without an SSN can now complete their FAFSA section
- March 12, 2024: ED announces IRS FA-DDX not working for contributors without an SSN
- March 15, 2024: As larger batches of ISIRs are received, schools report seeing higher than normal rates of students applying for unsubsidized loan only. ED later changed the wording of the FAFSA question to ensure students answer correctly
- March 25, 2024: ED announces delay in applicants' ability to make FAFSA corrections to the first half of April
- March 29, 2024: ED catches up on FAFSA backlog

KEY Red = Late announcement or release | Blue = NASFAA action/communication  
Orange = Department of Education error

## ISIR Key Dates

The ISIR is the output document of the FAFSA that communicates the Student Aid Information (SAI) and Pell Grant eligibility to financial aid offices, which they use to determine student's eligibility for financial aid. In a normal processing year, ISIRs are generated within 3-5 days after students submit the FAFSA, and are sent to institutions at the start of the aid processing cycle. Below is a timeline of the 2024-25 cycle.

## SAI Formula/Student Eligibility Determination Key Dates

Formerly known as the EFC, the formula that determines a student's aid eligibility is typically updated annually and finalized prior to the release of the FAFSA on October 1. In a normal processing year, ISIRs contain accurate SAIs upon which financial aid administrators can make financial aid offers to students. Below is a timeline of the 2024-25 cycle.

- December 27, 2020: Consolidated Appropriations Act, 2021 signed into law; includes FAFSA Simplification Act
- March 15, 2021: Consolidated Appropriations Act, 2022 includes technical revisions to FAFSA Simplification Act including delaying implementation for FAFSA and SAI formula provisions to 2024-25
- November 21, 2022: ED publishes 2024-25 Draft Student Aid Index (SAI) and Pell Grant Eligibility Guide; tables reflect original figures from FAFSA Simplification Act
- May 19, 2023: ED releases first update of Draft Student Aid Index (SAI) and Pell Grant Eligibility Guide; tables still reflect original figures from FAFSA Simplification Act
- August 25, 2023: ED issues second update to Draft Student Aid Index (SAI) and Pell Grant Eligibility Guide; tables still reflect original figures from FAFSA Simplification Act
- September 13, 2023: A participant asks ED in a FAFSA webinar whether tables in the SAI formula will be updated for inflation; ED indicates no plans to do so for 2024-25 but will update in 2025-26
- September 21, 2023: ED releases FSA Estimator
- September 25, 2023: FSA Estimator taken down due to inaccurate SAI/Pell information being generated
- October 16, 2023: NASFAA requests that ED update SAI formula tables for inflation
- January 23, 2024: White House announces SAI formula tables will be updated; no details on when tables will be updated or whether it will impact ISIR delivery promised for late January
- January 30, 2024: Final SAI Guide with formula tables updated for inflation published
- February 27, 2024: ED announces it is making a significant change to the SAI formula to permit the Student Contribution from Income (SCI) to be as low as -\$11,130 vs. -\$1,500 from earlier versions of the SAI formula
- February 28, 2024: ED is alerted to an issue with SAIs being incorrectly calculated due to dependent student assets being ignored
- March 1, 2024: President Biden signs continuing resolution legislation, amending the FAFSA Simplification Act to place a -\$1500 floor on the SCI for 2024-25 and \$0 floor for 2025-26 and beyond to address earlier ED error
- March 12, 2024: ED announces error in estimated SAIs provided to students from households with 2 income earners where one income is < \$60K causing assets not to be considered in the SAI
- March 21, 2024: ED notified by a financial aid administrator that the IRS FA-DDX appears to be transferring the wrong line item from the tax return for US taxes paid, using a higher figure that includes self-employment tax (meaning SAIs are appearing to be lower than they should be)
- March 22, 2024: ED announces error in SAIs being delivered to schools on ISIRs where student assets were not being counted toward the student contribution in the SAI, requiring reprocessing
- March 22, 2024: ED notified by an FAA that IRS FA-DDX appears to be transferring incorrect figures for education credits
- March 29, 2024: ED announces it is aware of reports concerning tax data provided on the Institutional Student Information Records (ISIRs) for 2024-25 FAFSA applications
- March 30, 2024: ED updates March 29 Electronic Announcement regarding potential incorrect FTI data transferred from ED. Confirms <20% of applications are impacted. Confirms issues of "some fields are a mix of updated and original returns", education credit data inaccurate, manual entry tax paid and education credits wrong due to discrepancies in the instructions
- April 1, 2024: ED provides follow-up on three separate incorrect tax data issues. Shares that it will only reprocess records if reprocessing would result in a lower SAI but that institutions can use PJ to use existing (incorrect) data or request reprocessing but that ED will assume schools will use incorrect data to make financial aid decisions

KEY Red = Late announcement or release | Orange = Department of Education error  
Blue = NASFAA action/communication

- ED releases 3 ISIR test data files
- ED announces delivery of ISIRs delayed to late January
- ED announces ISIR delivery to schools and states will be further delayed to first half of March as part of a ramp-up strategy
- ED releases 8 additional test ISIRs, not system-generated, not delivered via normal channel
- ED releases ISIR transmission plan with small ISIR batches anticipated to be sent in first half of March, with larger batches over the following days or weeks, and entire ISIR backlog transmitted by mid-March
- ED sends out small batch of ISIRs sent to limited number of schools
- ED begins transmitting larger ISIR batches; majority of schools should receive at least one ISIR by mid-March
- ED announces reprocessing of ISIRs impacted by SAI formula issue that ignored dependent student assets
- ED announces it will reprocess all ISIRs impacted by inaccurate IRS data transfer, beginning in early April

KEY Red = Late announcement or release

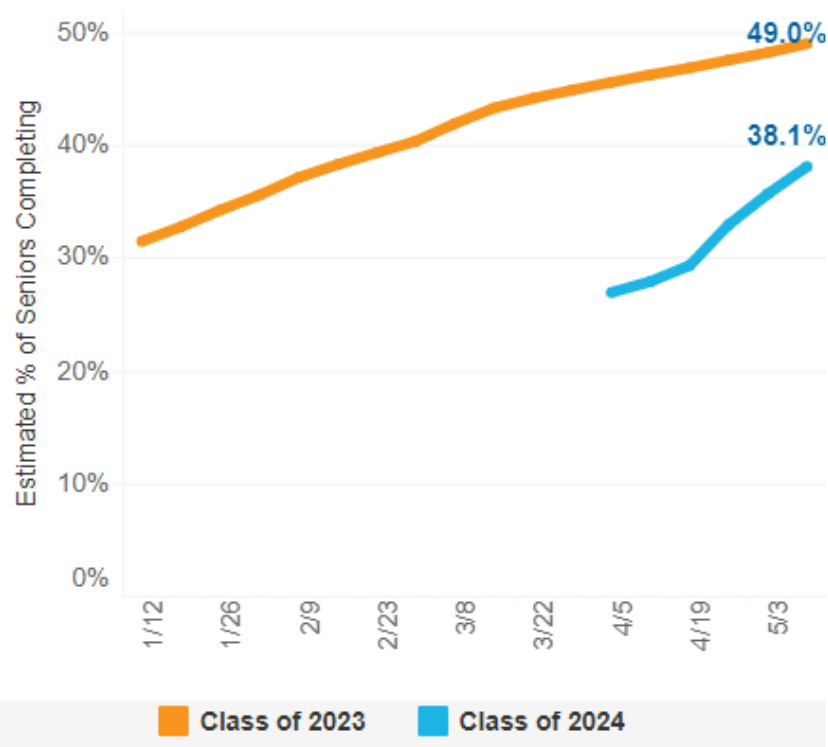


# NCAN FAFSA Tracker

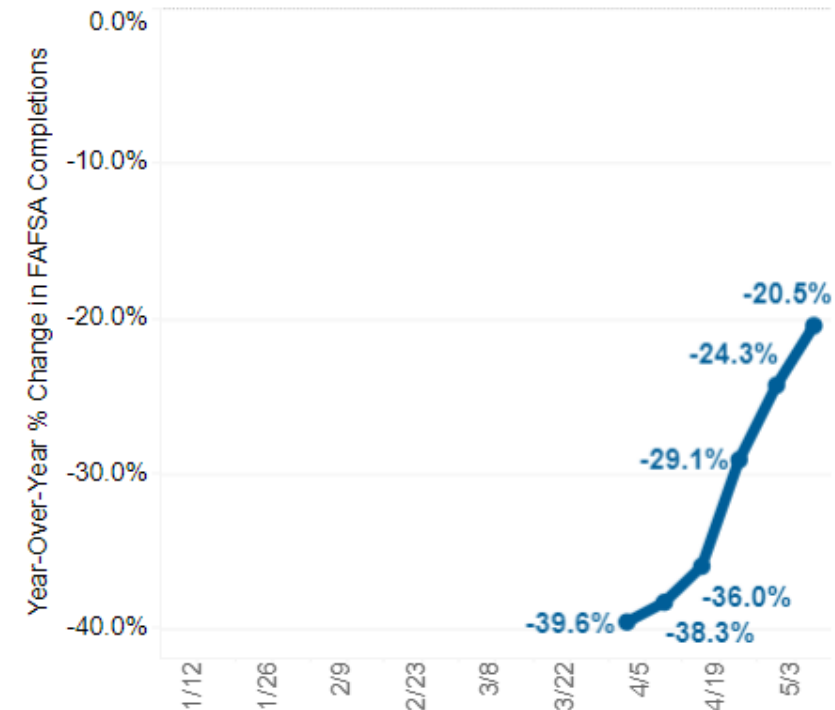
<https://www.ncan.org/page/FAFSATracker>

Through **May 3, 2024**, **38.1%** of the **high school class of 2024** has completed a FAFSA. There have been **1,585,231** completions nationally, a **-20.5%** change compared to last academic year.

**Estimated Percent of Seniors Completing a FAFSA**



**Year-Over-Year % Change in FAFSA Completions**

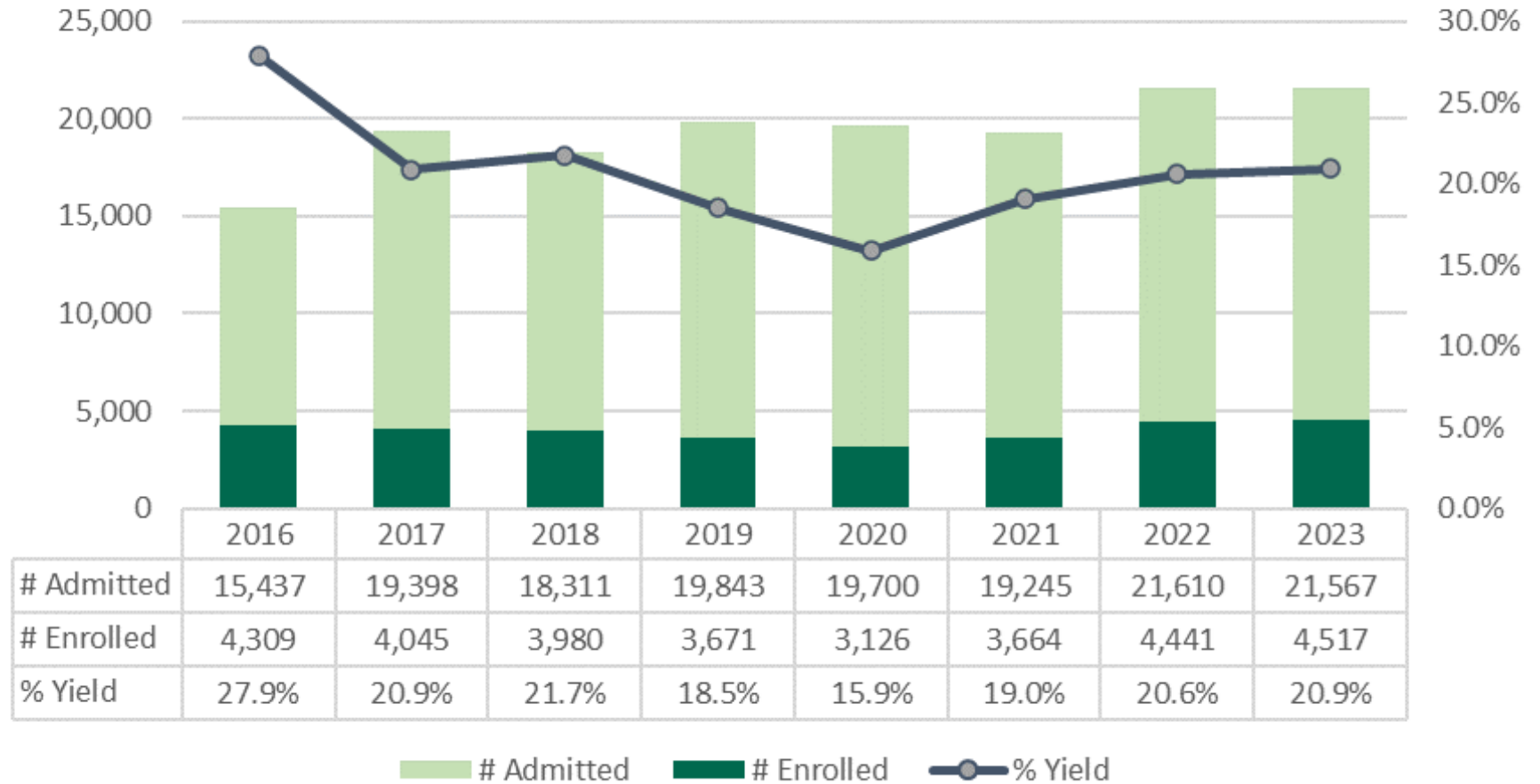


# Yield Trends

## >4000 Freshman Class Since 1970

Year	Enrolled
2023	4,517
2022	4,441
2015	4,423
2014	4,379
2016	4,309
2013	4,244
2005	4,165
2006	4,084
2009	4,072
2017	4,045
2007	4,006

### Fall Freshman Historical Admits, Enrolled, and Yield: 2016 - 2023



# Questions & Discussion





**OHIO**  
UNIVERSITY

**Interoffice Communication**

**Date:** May 22, 2024

**To:** The President and Board of Trustees

**From:** Elizabeth Sayrs, Executive Vice President and Provost

**Re:** **Certificate Programs Approved 2023-2024**

Nine new Certificates were proposed and approved through the Programs Committee of University Curriculum Council in 2023-2024. One certificate was renamed.

The new certificates are listed below:

1. Social Justice – Undergraduate  
Sociology and Anthropology  
College of Arts and Sciences
2. Medical and Health Humanities - Undergraduate  
English  
College of Arts and Sciences
3. TESOL (Teaching English to Speakers of Other Languages) Skills – Graduate  
Linguistics  
College of Arts and Sciences
4. Language and Technology – Undergraduate  
Linguistics  
College of Arts and Sciences
5. Superintendent Leadership and Licensure – Graduate  
Educational Studies  
The Gladys W. and David H. Patton College of Education

6. Semiconductor Manufacturing Technician Fundamentals – Undergraduate  
Engineering Technology and Management  
Russ College of Engineering and Technology
7. Semiconductor Technology – Undergraduate  
Electrical Engineering and Computer Science  
Russ College of Engineering and Technology
8. Sports Analytics – Undergraduate  
Sports Administration  
College of Business
9. Sports Analytics – Graduate  
Sports Administration  
College of Business

The renamed certificate is:

1. Organizational Studies – Undergraduate  
University College



## **Interoffice Communication**

**Date:** May 22, 2024

**To:** The President and Board of Trustees

**From:** Elizabeth Sayrs, Executive Vice President and Provost

**Re:** **Promotion and Tenure Effective 2024-2025**

The results of the promotion and/or tenure review process for 40 tenure-track faculty, the promotion review process for 27 instructional faculty, and the promotion process of 3 clinical faculty members are attached for your information.

For tenure-track faculty, there were 18 promotions to the rank of associate professor with tenure and 22 promotions to the rank of professor.

For instructional faculty, there were 21 promotions to the rank of associate professor of instruction and 6 promotions to the rank of professor of instruction.

For clinical faculty, there were 2 promotions to the rank of associate clinical professor and 1 promotion to clinical professor.

<b>College of Arts and Sciences</b>			
<b>Promotion to the rank of</b>	<b>First Name</b>	<b>Last Name</b>	<b>Department/School</b>
Associate Professor of Instruction	Megan	Austin	Psychology
Professor of Instruction	Mark	Barsamian	Mathematics
Professor	Ronan	Carroll	Biological Sciences
Associate Professor with Tenure	James I.	Gerhart	Psychology
Professor	Brad	Jokisch	Geography
Professor	Shawn	Kuchta	Biological Sciences
	Brenda		
Professor of Instruction	Caroline	Miller	Chemistry and Biochemistry
Associate Professor of Instruction	Holly	Ningard	Sociology & Anthropology
Professor	Chester	Pach	History
Associate Professor of Instruction	Anne	Perez	Biological Sciences
Associate Professor with Tenure	John	Schenk	Environmental and Plant Biology
Professor	Thomas	Smucker	Geography
Professor	Kathleen	Sullivan	Political Science
Associate Professor of Instruction	Mohamed	Tegany	Biological Sciences
Associate Professor of Instruction	James	Van Brocklyn	Biological Sciences
Professor	Matthew	Wanat	English
Professor	Amy	White	Philosophy
Professor of Instruction	Kelly	Williams	Biological Sciences
Professor	Peggy	Zoccola	Psychology
<b>College of Business</b>			
Associate Professor with Tenure	Melissa	Davies	Sports Administration
Associate Professor with Tenure	Barry	Hettler	Accountancy
Associate Professor with Tenure	Ryan	Johnson	Management Systems
Associate Professor with Tenure	Andrew	Pueschel	Marketing
Associate Professor of Instruction	Sarah	Rist	Marketing

Associate Professor of Instruction	Nicole	Smith	Analytics & Information Systems
Associate Professor with Tenure	Frances	Stott	Accountancy
Associate Professor of Instruction	Brandon	Wright	Sports Administration
<b>Scripps College of Communication</b>			
Professor	Julio	Arauz	J. Warren McClure School of Emerging Technologies
Professor	Elizabeth	Hendrickson	E.W. Scripps School of Journalism
Professor	Angela	Hosek	Communication Studies
Professor	Victoria	LaPoe	E.W. Scripps School of Journalism
Professor of Instruction	Nerissa	Young	E.W. Scripps School of Journalism
<b>The Gladys W. and David H. Patton College of Education</b>			
Associate Professor of Instruction	Ashley	Allanson	Recreation, Sport Pedagogy, & Consumer Sciences
Associate Professor with Tenure	Kevin	Cordi	Teacher Education
Professor of Instruction	Debra	Dunning	Teacher Education
Associate Professor of Instruction	Brenton	Goff	Teacher Education
Professor	Allyson	Hallman-Thrasher	Teacher Education
Associate Professor with Tenure	Bilal	Urkmez	Counseling & Higher Education
<b>College of Fine Arts</b>			
Professor	Charles	Buchanan	Interdisciplinary Arts
Associate Professor with Tenure	Christine	Camper Moore	Dance
Associate Professor of Instruction	Brent	Frederick	Theater
Associate Professor of Instruction	Kate	Hampel	Art + Design
Associate Professor of Instruction	Emely	Phelps	Music
Associate Professor of Instruction	Jose	Rocha	Music

Associate Professor with Tenure	Erin	Schlumpf	Interdisciplinary Arts
Professor	Ciro	Scotto	Music
Associate Professor of Instruction	Jennifer	Smith	Music
Associate Professor of Instruction	Angela	Sprunger	Art + Design
Associate Professor with Tenure	William	Talley	Music
<b>Heritage College of Osteopathic Medicine</b>			
Professor	Berkeley	Franz	Social Medicine
Clinical Professor	Jennifer	Gwilym	Primary Care
Professor	Dan	Skinner	Social Medicine
Associate Professor with Tenure	Shouan	Zhu	Biomedical Sciences
<b>Honors Tutorial College</b>			
Associate Professor of Instruction	Charles	Lester	Honors Tutorial College
<b>College of Health Sciences and Professions</b>			
Associate Professor of Instruction	Tiffany	Arnold	Social and Public Health Applied Health Sciences and Wellness
Professor of Instruction	Marcus	Barr	
Associate Professor of Instruction	Sara	Berens	Social and Public Health
Associate Clinical Professor	Tobe	Gillogly	Interdisciplinary Health Studies
Associate Professor of Instruction	Eliza	Harper	Nursing
Associate Professor with Tenure	Angela	Hillman	Applied Health Sciences and Wellness
Professor	Caroline	Kingori	Social and Public Health Rehabilitation and Communication Sciences
Professor	Chao-Yang	Lee	
Associate Clinical Professor	Janelle	Mitchell	Social and Public Health
Associate Professor with Tenure	Chorong	Oh	Rehabilitation and Communication Sciences
Associate Professor with Tenure	Stacey	Saunders-Adams	Social Work



Associate Professor of Instruction	Nicole	Stumbo	Nursing
Professor	Stacie	Sweet	Nursing
Associate Professor with Tenure	Michelle	Theiss	Nursing
Associate Professor with Tenure	Nilesh	Washnik	Rehabilitation and Communication Sciences
<b>Voinovich School of Leadership and Public Service</b>			
Professor	Sarah C.	Davis	Voinovich School of Leadership and Public Service

Historical promotion and tenure track data

<b>TENURE- TRACK FACULTY DATA</b>	<b>AY 2024</b>	<b>AY 2023</b>	<b>AY 2022</b>	<b>AY 2021</b>	<b>AY 2020</b>
Promotion to Associate Professor	0	0	0	1	1
Promotion to Associate Prof with Tenure	15	32	29	34	25
Promotion to Professor	19	25	14	22	19
Promotion to Professor with Tenure	0	0	0	0	1
Tenure	1	1	2	2	1
<b>TOTAL</b>	<b>35</b>	<b>58</b>	<b>45</b>	<b>59</b>	<b>47</b>
<b>INSTRUCTIONAL FACULTY DATA</b>	<b>AY 2024</b>	<b>AY 2023</b>	<b>AY 2022</b>	<b>AY 2021</b>	<b>AY 2020</b>
Promotion to Associate Prof of Instruction	19	20	14	38	14
Promotion to Professor Instruction	5	4	5	14	4
<b>TOTAL</b>	<b>24</b>	<b>24</b>	<b>19</b>	<b>52</b>	<b>18</b>
<b>CLINICAL FACULTY DATA</b>	<b>AY 2024</b>	<b>AY 2023</b>	<b>AY 2022</b>	<b>AY 2021</b>	<b>AY 2020</b>
Promotion to Associate Clinical Professor	7	4	1	0	0
Promotion to Clinical Professor	0	0	2	1	1
<b>TOTAL</b>	<b>7</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>1</b>

## FACULTY FELLOWSHIP AWARDS

### RESOLUTION 2024 –

**WHEREAS**, the proposed 2024-2025 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
Timothy G Anderson	Department of Geography	Spring	The leave will be utilized to undertake field research at local and regional archives in Germany as part of a new research project that builds on long-standing scholarly interest in German immigration to the United States in the nineteenth and twentieth centuries. This involves an in-depth study of the comparatively unexplored history of seven German Catholic communities in Iowa, Kansas, and Texas, whose foundations in the late nineteenth century can be traced to the actions of three siblings from a small village in southern Westphalia. Situated within the paradigm of settler colonialism, the research aims to shed light on the historical and spatial processes involved in this trans-Atlantic migration of a highly distinctive group of immigrants. The professor has applied for a Fulbright fellowship to support this research.
Ed Chang	Department of English	Fall and Spring	The leave will be utilized to complete a book project entitled <i>Playing Queerness: Video Games and the Trouble with Technonormativity</i> , finalize a book project co-authored with Dr. Timothy J. Welsh (Loyola New Orleans) entitled <i>Video Games and Literature: A Practical Guide to Close Playing</i> (contracted with Routledge, draft deadline in Summer 2024), make progress on several articles in various stages of completion/in the pipeline, and continue to

			complete invited talks and attend conferences to maintain their research profile.
Gang Chen	Department of Physics and Astronomy	Spring	The leave will be utilized to visit my research collaborators and conduct research work at Argonne National Laboratory (0.5 months), South China University of Technology (2 months), and American Regent Inc. (2 months).
Roberto E. Duncan	Department of Economics	Fall	The leave will be utilized for targeted travels for presenting my research at conferences and securing a visiting scholar position (if possible), Freedom of Information Act request for accessing Expanded Food and Nutrition Education Program (EFNEP) data critical for their project, manuscript production to document findings from my inflation targeting and EFNEP studies, and revision and resubmissions of current research papers to maintain and enhance their academic rigor.
Yaqin Feng	Department of Mathematics	Fall and Spring	The leave will be utilized to continue research in branching random walks and reaction-diffusion models, work on spatial dynamic panel data models, continue research and expand connections in Counterparty Credit Risk (CCR) management and financial risk assessment. The goal is to broaden the professor's mathematical research and collaborate with experts in these fields.
Ryan Fogt	Department of Geography	Fall and Spring	The leave will be utilized to accomplish three goals: research-related work to start the process of securing new data for future research grants to the National Science Foundation; transferring code for research and data analysis to Python; and updating and setting up the new equipment in the renovated Scalia Lab, including updates to instrumentation on the weather tower. These tasks enhance the professor's professional career by keeping my research techniques up to date and increasing the likelihood for success in securing future external grants. Further, they help to provide new educational opportunities for students with updated equipment in Scalia Lab.
Joseph Gingerich	Department of Sociology	Fall and Spring	The leave will be utilized for traveling to Washington DC and Kenya to complete work on existing projects. The professor will also establish new field work in

Ohio to provide expanded experiential learning experiences for students and enhance the regional presence of Ohio University. The novel archaeological models to be generated and published during this leave will increase the professor's expertise and reputation in the field of archaeology.

Michael Jensen	Department of Chemistry	Spring	The leave will be utilized to clear a backlog of unpublished research results, generate preliminary experimental data to support competitive external grant applications, prepare and submit an instrumentation proposal to enhance research capabilities, recruit, and train new undergraduate and graduate research students, and visit local undergraduate colleges to give seminars and recruit future applicants to the Ph.D. program.
Pramod Kanwar	Department of Mathematics	Spring	The leave will be utilized to continue research on structure of unit groups of certain ring extensions and Leavitt Path Algebras over commutative rings. The projects build on previous published and presented research. The professor anticipates that the proposed work will result in additional publications and presentations. The professor plan to travel to Indian Institute of Technology at Delhi from February 1, 2025, to April 10, 2025.
Paula Miller-Buckner	Department of Sociology	Fall	The leave will be utilized to further a research agenda on mental health and racial inequality by exploring the relationship between negative emotions (particularly guilt and shame), racial attitudes, and political polarization. The professor plans to interview participants during the FFL and complete a book proposal by the end of the academic year.
James Mosher	Department of Political Science	Spring	The leave will be utilized to work on two research projects. The first project examines the impact of using governance arrangements for decision-making that don't match up with the policy challenge being faced. Policy challenges and governance arrangements can be separated into four ideal-types based on the level of uncertainty and the level of urgency, uncertain-urgent, uncertain-non urgent, etc. The project will examine cases studies where the governance setup does not match the policy challenge.

The second project focuses on statistical estimation using data from multiple units with multiple years of data for each unit. Existing bootstrap and non-bootstrap estimation approaches can be, under certain conditions, biased when estimating with this type of data. This project will further develop a modified double bootstrap estimator for use with this type of data.

Ghirmai Negash	Department of English	Spring	The leave will be utilized to develop a book project titled "African Autobiographies: Uncovering and Archiving Events as Texts in Contemporary Eritrean Writing" and to simultaneously produce two chapters for the book. The first will be a theoretical/introduction chapter, the second will be an applied analysis and interpretation of an autobiographical novel called "Riding the Whirlwind," written by an American-Eritrean law professor and writer, Bereket Habte Selassie.
Brett Peters	Department of Psychology	Fall	The leave will be utilized for research activity. Specifically, the professor plans to work on an NIH grant, attend a workshop on some of the cutting-edge data analysis techniques in their field, work on new collaborations, and review papers to position themselves as a leader in the field of relationships, stress, and emotions.
Gabriela Popa	Department of Physics and Astronomy	Fall and Spring	The focus of the leave will be enhancing existing models, refining algorithms, and optimizing computer codes by using algebraic models, to facilitate novel calculations related to nuclear reactions for heavy deformed nuclei. For this work, the professor will collaborate with Dr. Jutta Escher from the Livermore National Laboratory and travel to Livermore in the Fall of 2024. The ultimate aim is to produce comprehensive and groundbreaking results. The professor will prepare the findings of this work for publication in a national journal, and presentations at specialized conferences in nuclear physics and related fields.
Cortney Rodet	Department of Economics	Spring	The leave will be utilized to develop a research and teaching agenda in political economy with a particular focus on studying the works of Adam Smith, David

Hume, and Adam Ferguson. These early thinkers transcend modern concepts of disciplinary boundaries by considering what we would call sociology, political thought, moral philosophy, and economics in trying to understand the human condition and social institutions like commerce and politics. Modern economics neglects these interdisciplinary influences, so the professor wants to incorporate it into their research and teaching by developing a research agenda with a particular emphasis on the moral philosophies of the Scottish Enlightenment using laboratory experiments. A foundational knowledge in these areas will also allow the professor to develop new courses and improve existing ones.

Thomas Scanlan	Department of English	Spring	The leave will be utilized to complete the manuscript for a book, the working title of which is "The Strange Death of Public Happiness." The professor has already drafted 4 out of the 6 envisioned chapters of the book. The leave will provide the time to complete the remaining two chapters. It will also afford the professor with time to write the Introduction and revise the completed manuscript.
Miriam Shadis	Department of History	Fall and Spring	The leave will be utilized to overhaul several courses in light of recent scholarship as well as demands placed on the courses since they were first offered. The professor plans to revise several conference papers into articles for publication and to begin writing new studies based on recent, new archival research conducted last summer. The professor has applied for a Bullough Fellowship at the University of Saint Andrews in Scotland; regardless of the success of that application, the professor plans to spend several weeks abroad in Portugal with collaborators there and to work as well at the New York Public Library.
Rebecca Snell	Department of Plant Biology	Spring	The leave will be utilized for starting a new research project with scientists at Harvard Forest. The proposed project advances the professor's research program by testing an interesting hypothesis about tree recruitment patterns, and by expanding their skill set to include dendrochronology. The new collaborations and knowledge will directly benefit



their research program, graduate students, and department.

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Patricia Toledo Torres	Department of Economics	Fall	The leave will be utilized to finish a paper titled "Introducing frequentist and Bayesian methods in parallel in an undergraduate economics statistics course" that includes an open-source website with teaching material and R-statistics package. The professor will create a proposal to apply for a grant to support their research about health perceptions and food choices. Additionally, the professor plans to conduct an impact evaluation of the Expanded Food and Nutrition Education Program. In addition, the professor may serve as a visiting scholar position at the Food and Agriculture Organization (if the application is successful).
Tom Vander Ven	Department of Sociology	Spring	The leave will be utilized to make progress on two ongoing research projects aimed at understanding social trends in the lives of emerging adults in America: 1.) The Social Construction of Adult Child-Parent Coresidence. This social historical project draws from secondary data, media claims, and popular culture images related to adult children (especially men) who coreside with parents; 2.) The Use of Location Tracking Services among College Students. Our research team has collected over 1200 survey responses (across three American universities) and is currently running student and parent focus groups to better understand the motives, rituals, and consequences of location sharing. The professor plans to complete article manuscripts for each project during their leave.
Qiliang Wu	Department of Mathematics	Fall and Spring	The leave activities include continuing current research in nonlinear dynamics by completing ongoing projects in cell membrane perforation, generalized diffusive nonlinear stability of periodic patterns, and the effect of impurities in high spatial dimensions. In addition, the professor plans to broaden their research scope by initializing collaborations with experts in the field of dispersive nonlinear waves. The professor will continue working with my PhD students on their thesis projects.

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**College of Business**

<b>Name</b>	<b>Department</b>	<b>Terms</b>	<b>Description</b>
Raymond Frost	Department of Analytics and Information Systems	Spring	The leave will be utilized to further develop automated grading software. The professor is the designer, co-developer, and principal investigator for Scoreboard Excel, which is an automated grading software for Excel assignments. The professor plans to further the research on the pedagogy of automated grading using Scoreboard Excel. The software has dozens of settings resulting in hundreds of possible configurations. The plan is to research the most efficacious for student learning. The professor also plans to redesign the QBA 1720 (Introduction to Information Analysis and Descriptive Analytics) and MIS 2800 (Business Intelligence) courses.
Jennifer S. Stevens	Department of Accountancy	Spring	The leave will be utilized to (1) earn the Certified Fraud Examiner (CFE) Certification, which is the gold-standard certification in fraud and forensics, (2) pass the Fundamentals of Sustainability Accounting (FSA) Credential Level 1 Exam, which covers ISSB Standards, the demand for sustainability disclosures, materiality for sustainability disclosures, as well as considerations of corporate and investor use of this information, and (3) complete and submit an academic article that explores the effect of assignment deadline frequency on student academic performance.
Frances A. Stott	Department of Accountancy	Spring	The leave will be utilized to (1) earn the Ethical Leadership Certification through the NASBA Center for Public Trust, which will enhance teaching the Professional Ethics and Communications course in the Masters of Accountancy and Analytics program, (2) develop and enhance the curriculum in our Principles of Accounting course (ACCT 1010) by creating realistic case studies, (3) prepare and submit two pedagogical journal articles from the case studies developed for Accounting 1010, and (4) complete and submit an academic article that explores the effect of assignment deadline frequency on student academic performance.

**Scripps College of Communication**

<b>Name</b>	<b>Department</b>	<b>Terms</b>	<b>Description</b>
Christina S. Beck	Department of Communication Studies	Spring	The leave will be utilized for data collection for a long-term scholarly book, "Intersecting Narratives: The Interwoven Journeys of Soap Opera Fans, Actors, and Characters." Data collection will include reading several autobiographies of soap opera actors and producers, re-reading and extracting data from nearly 35 years of "Soap Opera Digest" issues, engaging in participant observation during at least three fan events, interviewing soap opera fans and actors, and determining locations for gathering data from online fan message boards and social media groups. The professor will also likely two weeks on finalizing an edited book, "The Routledge Handbook of Health Communication and Popular Culture."
Roger Cooper	Department of Media Arts and Studies	Fall	The leave will be utilized to conduct an in-depth study of sports fandom during the 2024 NFL season. Research will involve interviews, participant observation, self-reflective journals, surveys, and additional relevant materials to explore fan-related concepts (e.g., identity, self-esteem, and community). The professor plans to travel to each Kansas City Chiefs home and road game to interview and observe both Chiefs fans and fans of opposing teams. The goal is to produce a book to be published prior to the 2025 NFL season. Additional studies suitable for conference and journal submissions will also result from this research.
Matthew deTar	Department of Communication Studies	Fall and Spring	The leave will be utilized to develop new research expertise in environmental communication that connects to current expertise in nationalism. This new research area will result in several research products during the proposed leave and two new courses developed during the leave period.
Jerry Miller	Department of Communication Studies	Fall	The leave will be utilized for conducting research and producing manuscripts related to the professor's evolving research agenda and contributing to the mission and academic foci of the School of

Communication Studies at both the Undergraduate and Graduate levels (Communication and Public Advocacy and Rhetoric and Culture, respectively). The professor plans to continue to collaborate with colleagues from the University of Liverpool as we research, and author essays related to communication and political conservatism.

**The Gladys W. and David H. Patton College of Education**

<b>Name</b>	<b>Department</b>	<b>Terms</b>	<b>Description</b>
Christine Suniti Bhat	Department of Counseling & Higher Education	Spring	The leave will be utilized to focus on the scholarship and practice of leadership. The professor plans to conduct research on leadership in the counseling profession with the goal of submitting a manuscript for publication to a peer-reviewed journal. The professor will also focus on the practice of leadership by fulfilling my duties as the elected President of the American Counseling Association, the premier professional counseling association with approximately 60,000 members.
Matt Felton	Department of Teacher Education	Fall	The leave will be utilized for preparing foundational work in anticipation of a future grant proposal: National Science Foundation Noyce program focused on developing K-12 math teacher leaders in high-need school districts. The professor plans to meet regularly with a collaborator who can also help form additional partnerships with relevant school districts as required for the grant program. The work will focus on developing relationships, determining school districts' needs and interests, and developing an outline of the structure of the planned project. Specifically, a timeline of project activities, including recruitment, coursework, and professional development activities for teachers to engage in.
Stephen Harvey	Department of Recreation, Sport Pedagogy, & Consumer Sciences	Spring	The leave will be utilized to continue research work on GBAs to coaching. The professor plans to conduct a study, titled: 'An investigation of US Soccer grassroots coaches self-reported use of GBA's to coaching soccer'. Data will be gathered from an online survey sent to grassroots soccer coaches across the US via US Soccer

member associations. This study builds upon three previous GBA survey studies and is expected to result in a publication. Moreover, the completion of this study will lead to conference presentations, follow-up studies, and potential grant proposals.

Greg Kessler	Department of Educational Studies	Fall	The leave will be utilized for studying the implementation of new technology standards for preparing teachers of immigrants to Canada. The professor intends to investigate the implementation of these technology standards to identify their effectiveness, as well as ways in which they can be improved and implemented most effectively. These refinements will help to improve this sector of education across Canada.
Bruce Martin	Department of Recreation, Sport Pedagogy, & Consumer Sciences	Spring	The leave will be utilized to explore education abroad opportunities related to ecotourism in Brazil. The professor also plans to conduct an autoethnographic study designed to 1) examine their personal and professional identities in terms of broader social and cultural debates regarding the use of public spaces to convey historical narratives, 2) illustrate the ongoing evolution of sense of self and identity vis-a-vis these broader social and cultural debates, and 3) illustrate ways in which these reflections have contributed to a process of reflexive praxis that has informed my teaching and scholarship in recent years.

### Russ College Of Engineering and Technology

Name	Department	Terms	Description
Doug Goetz	Department of Chemical and Biomolecular Engineering	Spring	The professor and his colleagues have identified a set of small organic compounds that appear to have therapeutic potential. This effort has led to multiple patents on which we are inventors (e.g. Goetz et al., 2018, 2019, 2020). These patents are owned by Ohio University. The primary objective for this leave is to advance the development of compounds covered by these patents. The secondary objective is to advance several nascent research ideas.

Gregory G. Kremer	Department of Mechanical Engineering	Spring	The leave will be utilized to reset, revive, and retool research after serving as department chair. Activities include reflection to inform decisions about the next stage of my academic career, reading about alternative approaches in education and meeting potential collaborators, and updating skills and discipline knowledge selected areas that seem to offer the best opportunity for impact in the next stage of my career.
Todd D. Myers	Department of Engineering Technology and Management	Spring	The leave will be utilized to visit several manufacturers in Ohio and in the surrounding states to explore the current state of Lean practices and implementations in industry in order to revise ETM 4320 Lean Systems course. The professor will also serve as a visiting professor to teach at the National University (UNS) and the National University of Buenos Aires (UBA) for one week each during the term.
William Neil Littell	Department of Engineering Technology and Management	Fall and Spring	The leave will be utilized to execute against the 3.5M in funding recently acquired from NIST/AFRL to grow digital enterprise capabilities for Ohio University. Activities include engagement with the Digital Enterprise Collaboratory in Dayton, Ohio; implementing digital enterprise technologies with the Ohio University ecosystem, and other work that contributes to fulfilling the SOW for the NIST/AFRL grants.

### College Of Fine Arts

Name	Department	Terms	Description
Tom Bartel	Department of Art + Design (Ceramics)	Fall and Spring	The leave will be utilized to pursue new works of art, exhibitions, speaking engagements, workshops, and publications. The professor intends to use the gift of time and space to fully devote themselves to creative work as an artist and ensure the completion of the important work scheduled.
Michele Fiala	Department of Music	Fall and Spring	The leave will be utilized to create the first beginner oboe method to be published in e-book format and embed video teaching demonstrations on each concept in it. It will also be the first method by an oboist that is geared toward helping students learn to play the oboe in a band setting (where most North

American oboists learn). This project will fill two gaps in the pedagogical material currently available. It will help students on the oboe to succeed and continue on the instrument and will provide more equal access of instruction to students in remote areas and with varying socioeconomic backgrounds.

Garrett Field	Department of Interdisciplinary Arts	Fall	The leave will be utilized to complete the fifth and sixth chapter of a six-chapter book project titled “Cultivating Erudition: Dhlvehl Literary Communication in the Maldives.”
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**Heritage College Of Osteopathic Medicine**

<b>Name</b>	<b>Department</b>	<b>Terms</b>	<b>Description</b>
Mario J. Grijalva	Department of Biomedical Sciences	Fall and Spring	The leave will be utilized for training on science communication and for writing a book about the efforts to control Chagas disease in Ecuador and the Americas. This book will be accompanied by multimedia. In addition, the leave will be used to work on publishing pending articles and making contacts abroad to further ongoing research projects.
Nagesh Rao	Department of Social Medicine	Fall and Spring	The professor recently developed the Inward-Outward Cultural Adaptation Model (IOCAM) as an alternate to current cultural competence healthcare models based on two research projects in the United States and Norway. The faculty fellowship leave will be used to (a) conduct a research project in India on Project ECHO, a telementoring health innovation, and an in-depth study of Norwegian Child Protective Services'(CPS) initiatives for new immigrant families and the indigenous Sami peoples and (b) write the first three chapters of a book titled “Tune in, Tune out: Reorienting the Cadence of Culturally Competent Healthcare.”

**College Of Health Sciences and Professions**

<b>Name</b>	<b>Department</b>	<b>Terms</b>	<b>Description</b>
Julie A. Brown	Department of Social and Public Health	Spring	The leave will be utilized for the professor to visit 15 to 20 Lifelong Learning Institutes across Ohio, Virginia, and West Virginia. These visits will allow the professor insight into how they are managed as well as the



components that make them successful. With this information, the professor will be positioned to help spearhead discussions to promote adult learning opportunities in this region of Ohio. In addition, this would equip the professor with skills to train peers and students for effective engagement with older adult learners

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Susan A. Dowell	Department of Nursing	Fall	The leave will be used to conduct an in-depth curriculum and program review of the current Ohio University School of Nursing LPN-to-RN program, including identifying strengths and weaknesses in the current program as well as identifying external opportunities and threats. This information will be used to develop an evidenced-based curriculum redesigned. The objectives of the new curriculum will be to attract the LPN student population, increase enrollment across the regional campuses, enhance the LPN-to-RN learning and success, and ultimately, contribute well-educated, highly prepared RNs into the area workforce. An incidental, positive outcome of this project could lead to increased enrollment in the RN-BSN program if the revision purposefully includes a path that allows these students to easily transition to that program.
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**Interoffice Communication**

**Date:** May 22, 2024

**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 the 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.

## FACULTY AND ADMINISTRATIVE EMERITI AWARDS

### RESOLUTION 2024-

**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 Service	Title
Christopher Robert France	College of Arts and Sciences	34	Distinguished Professor Emeritus of Psychology
David Christopher Ingram	College of Arts and Sciences	35	Director Emeritus Edwards Accelerator Laboratory and Professor Emeritus of Physics & Astronomy
Joung Hee Krzic	College of Arts and Sciences	35	Assistant Professor of Instruction Emerita of Japanese
Betsy Joyce Partyka	College of Arts and Sciences	30	Associate Professor Emerita of Spanish
Soichi Tanda	College of Arts and Sciences	23	Associate Professor Emeritus of Biological Sciences
Daniel Torres	College of Arts and Sciences	30	Professor Emeritus of Spanish
David Descutner	Scripps College of Communication	37	Professor Emeritus of Communication and Dean Emeritus of University College
Michael Scott Braasch	Russ College of Engineering and Technology	30	Professor Emeritus of Electrical Engineering
Zelma Badu-Younger	College of Fine Arts	21	Professor Emerita of Dance
Roger Gilders	College of Health Sciences and Professions	36	Professor Emeritus of Exercise Physiology
Sherri Saines	University Libraries	24	Librarian Emerita for Ohio University Libraries
Leslie Kay Johnson	Voinovich School of Leadership and Public Service	14	Professor Emerita of Leadership and Public Service



**OHIO**  
UNIVERSITY

## **Interoffice Communication**

**Date:** May 22, 2024

**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.

## APPOINTMENT TO REGIONAL COORDINATING COUNCILS

### RESOLUTION 2024 -

**BE IT RESOLVED** by the Ohio University Board of Trustees that the following persons be appointed to membership on the Coordinating Council at each of the regional campuses of Ohio University.

#### **Ohio University - Chillicothe**

Nusbaum, Timothy G. For a three-year term beginning July 1, 2024, and ending at the close of business June 30, 2027, vice Deb Russell, whose term expired.

#### **Ohio University - Eastern**

Doren, Ashley Reappointment of a third three-year term beginning July 1, 2024, and ending at the close of business June 30, 2027.

Porter, Heidi Reappointment of a third three-year term beginning July 1, 2024, and ending at the close of business June 30, 2027.

#### **Ohio University - Southern**

Hall, Evan Reappointment of a second three-year term beginning July 1, 2024, and ending at the close of business June 30, 2027.

#### **Ohio University - Zanesville**

Benson, Jay P. For a three-year term beginning July 1, 2024, and ending at the close of business June 30, 2027, vice Robert Kessler, whose term expired.

Denius, Justin P. For a three-year term beginning July 1, 2024, and ending at the close of business June 30, 2027, vice Allen Fraley, who resigned.

Freas, Stephanie For a three-year term beginning July 1, 2024, and ending at the close of business June 30, 2027, vice Diane Jones, whose term expired.

Nezbeth, Shannon Reappointment of a third three-year term beginning July 1, 2024, and ending at the close of business June 30, 2027.



**OHIO**  
UNIVERSITY

## **Interoffice Communication**

**Date:** May 22, 2024

**To:** The President and Board of Trustees

**From:** Elizabeth Sayrs, Executive Vice President and Provost  
Lewatis McNeal, Vice Provost for Regional Higher Education and Partnerships

**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 four new members for FY 2025 as well as reappointments for returning members who have reached the end of their term and are eligible and desire to continue serving. Enclosed are the resumes for the new appointees.

- Timothy G. Nusbaum for the Chillicothe campus,
- Jay P. Benson for the Zanesville campus,
- Justin P. Denius for the Zanesville campus, and
- Stephanie Freas for the Zanesville campus

## Timothy G. Nusbaum, D.D.S.

### Personal Data

Home: 62 Applewood Drive  
Chillicothe, Ohio 45601

Married: Betsy Graham Nusbaum

Children: Brandin Scott  
Roger Wilhelm  
Moran Nicole  
Charles Timothy

### Education

B.A. Indiana University, 1970  
D.D.S. Case Western Reserve University, 1974  
Pediatric Dentistry Certificate, Children's Hospital of Pittsburgh, 1976

### Experience

1976-2006 Owner of Pediatric Dental practice in Chillicothe, Ohio  
1976-2019 Member of Medical Staff at Adena Medical Center  
1976-1979 Clinical Instructor at The Ohio State University Dental School  
1978-1979 Clinical Instructor in the Pediatric Dental Program at Children's Hospital of Columbus  
2006-2010 Associate in Chillicothe Pediatric Dentistry  
2008-2010 Adena Health System Board of Trustees  
2009-2020 Kingston National Bank Board of Directors-Audit Committee Chairman  
2010-2019 Independent Contractor in Pediatric Dentistry for Family Dental Center

### Professional Memberships/Offices

Ohio Dental Political Action Committee-Member of Board of Trustees  
Ohio Dental Political Action Committee-Grass Roots Member 1981-2007  
American Dental Association Political Action Committee-Action Team Leader 1981-2007  
Rehwinkel Dental Society (8 Southern Ohio Counties) Treasurer 1976-1997  
Ohio Dental Association-Past Delegate to State Convention  
Ross County Chamber of Commerce-Past Vice-President of Board of Directors  
South Central Ohio Speech and Hearing Center Board of Directors-Past President  
Chillicothe City Schools Board of Education-Past President  
Pickaway Ross Joint Vocational Board  
Chillicothe Educational Foundation Board of Trustees and Founding Member  
Chillicothe High School Alumni Association Founding Member-Past President  
Peter Blosser Scholarship Fund Board of Trustees  
Chillicothe High School Touchdown Club-Past President  
Team Dentist for Chillicothe High School Athletic Department 1976-2009  
Walnut Street United Methodist Church Strategies Council-President  
Adena Health System Finance Committee Member  
Adena Health System Board of Trustees Secretary



## Professional Awards

Peter Sciullo Memorial Pediatric Award 1974

Chillicothe High School Distinguished Alumni Award 1991

## Publications

Terrell, D.G., Lee, A., LeDonne, M.A., and Nusbaum, T.G., American Burkett's Lymphoma in Pittsburgh, Pennsylvania, Oral Surgery, Oral Medicine and Pathology 44: 411-418, 1977.

Nusbaum, Timothy G., The Use of Internal and External Marketing to Turn Critics into Fans, Table Clinic A15, National School Convention, San Francisco, Ca., April 4, 1987.

8005 Chug Run Road  
Dresden, Ohio 43821  
[jpbenson4@gmail.com](mailto:jpbenson4@gmail.com)  
(740) 607-1982

## Jay P. Benson

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**Offering** 30 years of broadcast management experience in media sales, multi- platform integration, vision casting, and personnel training

### Experience

#### February 1990- Present

Station Manager/General Sales Manager;  
WHIZ Interactive, Zanesville, Ohio

- Hire and manage local sales team for 3 dynamic local radio formats
- Integrate radio and television sales efforts to include digital initiatives on WHIZNEWS.COM
- Manage efforts for regional sales through rep firms representing our market and stations to agencies in New York, Chicago, and Atlanta.
- Develop station events that drive lifestyle listenership and high margin sales
- Represent company and stations to our communities by serving on local boards and ministries

#### July 1985 – February 1990

Account Executive & Local Sales Manager; WWJM-FM,  
New Lexington, Ohio

- Prospected and developed account list from starting point to become leading A.E. in 2 years
- Wrote and produced effective branding campaigns for local clients.
- Promoted to Local Sales Manager in charge of hiring sales staff to meet budget expectations

#### 1990-1996

Adjunct Faculty; Zane State College, Zanesville Ohio

- Taught classes in Sociology & Communication Arts Departments, including: Appalachian Studies, Speech Communications, and Current Events.

### Education

#### Cedarville University Cedarville, Ohio

September 1981 through June 1985

Graduated B.A. in Communications, emphasis in Broadcast  
Minor in Bible Comprehensive

## Community Service

- Zanesville Christian & Missionary Alliance Church 1991- Present Youth Leader/Sunday School Teacher/Deacon/ Currently serving as Elder
- Zanesville Kiwanis Club member and past president 1987- Present
- Heartbeat Crisis Pregnancy Center board member 1998-2003
- Alfred S. Carr Board Member and Past President
- Muskingum Valley Boy Scouts of America Board Member
- Genesis Healthcare Systems Foundation Board Member
- Abbot Home Board of Trustees
- Muskingum County Center for Seniors Board of Trustees
- Zanesville-Muskingum County Chamber of Commerce Ambassador

## Professional Development

- National Association of Broadcasters conference attendee 1999-2018
- Radio Advertising Bureau / CRMC accreditation
- Ruple Media Sales Platform training
- Second Street Digital Ideas Training
- P1 Learning Media Sales & Management

## Awards & Recognition

- Selected for Rotary District 669 Group Study Exchange Team to Nigeria, West Africa. November 1989.
- Participant in WHIZ AM 1240 Team awarded NAB's Crystal Award for Outstanding Community Service. Spring 1990
- Participant in WHIZ AM 1240 Team awarded NAB's Marconi Small Market Station of the Year September 1995
- Zanesville Kiwanis Club Hixson Fellowship Inductee 1998
- Zanesville Kiwanian of the Year 2002 and 2015
- Muskingum County Veterans Council Outstanding Volunteer Service Fall 2005
- Honored /Tapout / Order of the Arrow. Boy Scouts of America.2010
- Honored /Ordeal / Order of the Arrow. Boy Scouts of America. 2011
- Honored /Brotherhood / Order of the Arrow. BSA. 2012
- Honored / Outstanding Chair / Scoutfest 2013 Muskingum Valley Boy Scouts of America
- Zane Grey Society member. Formed by our local United Way to recognize leadership level giving 1990-Present

## References

Available on Request

# Justin P. Denius

Director of Workforce Development MVESC

54965 Marietta Road, Pleasant City, Ohio 43772 •

740.630.4394 •

justin.denius@mvesc.org •

@jdenius on twitter •

## Professional Summary

Over the past year I have had the good fortune to serve as the Superintendent of the Noble Local School District. I am so proud to have a leadership position within the only K-12 STEM designated school in Appalachia. Noble Local has experienced a boom in terms of enrollment and innovation over the course of the last 10 years like no other and I am proud to be tasked to make sure that that momentum continues into the foreseeable future. Our core mission is to leave Noble better than we found it and ensure that the kids of Noble County have a school district to be proud of for the next 60 years much like was done for us in 1963. Previously I worked at the Muskingum Valley ESC as the Director of Workforce Development. I have taken on the lead role of the Business Advisory Council earning a three star rating from the Ohio Department of Education. I have also been a founding member of the Appalachian STEM Collaborative, creating a STEM Ecosystem of over 200 members within our Appalachian Region. Another state recognized program I am proud to cultivate is the Muskingum Ohio Valley ESC Driving school. Serving 13 districts in 7 counties we are proud to be bringing driver's education back to schools, and these efforts have garnered recognition from Future Forward Ohio and also has a line item in the State budget. My previous 24 years were spent at Noble Local Schools where I passionately worked at my alma mater in a number of capacities which has afforded me the background to be ready and able to run not only a school, but a school system. During that time I have worked tirelessly to lead the Zeps and provide opportunities to the students of this community that many thought were not even possible. I have also played a major role in many projects and celebrations which qualify me to take the next step in my career as a superintendent. I am proud of my work not only in the academic arena of Noble Local in terms of College Credit Plus opportunities for students, but also the credentialing of many students with job-ready skills to make them successful well beyond high school. I have also been at the table and worked on many of the renovations and programming shifts at Noble Local, and have gained a working knowledge of the fiscal side of school all while providing access and opportunities for ALL students. All roads lead to a J.O.B.!

## Core Qualifications

### Noble Local School District 2023-Present

- Superintendent of Schools
- K-12 STEM Designated School
- Purple Star School
- 4 Star Business Advisory Council
- Branch Campus of Zane State College

### Muskingum Valley Educational Service Center 2022-2023

- Director of Workforce Development and Career Pathways
- Founding member of Appalachian STEM Collaborative
- Director of the MOV ESC Driving School
- Director of 3-star Business Advisory Council
- Serve as a STEM leader for districts looking to garner STEM Designation
- Innovative Leaders Institute Facilitator through OSLN and Battelle

## **Noble Local School District 1997-2022**

- Strong Servant Leader
- Experience with working not only with students, but parents, school leaders, faculty and staff.
- Being the HS principal has made my decision making skills on point and effective.
- I have a strong academic background having been a HS principal as well as a middle school teacher for a number of years.
- I have been innovative at SHS in terms of saving money, creatively addressing the sub shortage, and developing a robust course catalogue to serve ALL students at SHS.
- I have experience running a budget from many aspects of school, from food service, to transportation, to the building budget.

## **Professional Experience**

### **Teacher-Shenandoah Middle School 1997-2011**

- Taught 7th and 8th grade math and Algebra I teacher, student growth and value added scores during this time among the top 5% in the State of Ohio.

## **Athletic Administrator**

### **Noble Local Schools 2005-2012**

- Ran the athletic department for both Shenandoah Middle and High School for a period of seven years. Very familiar with budgeting and making ends meet in the athletic department during this time.
- I also have a strong background in coaching that led me to becoming an athletic administrator, serving as an assistant football coach for 14 years & was also the head baseball coach at SHS for seven years.

## **Transportation Supervisor and Food Service Director NLSD 2011-12**

- This was a time period where I began my administrative duties full time. Served as the Transportation, food service, and athletic director.
- Budgeting and working with the community in terms of all three jobs made my communication skills better and also allowed me to learn more about how "school works" outside the classroom.
- This title forced me to hone my organizational skills. It was imperative to be two weeks ahead of everything in order to be prepared with the numerous moving parts associated with the position.

## **Shenandoah High School Principal 2012-2022**

- Shenandoah High School has been designated as a branch campus of Zane State College due in large part to the number of CCP hours offered on our campus.
- Shenandoah High School has garnered STEM designation by the Ohio Stem Learning Network and the Ohio Department of Education. I also served as a member of the OSLN STEM Redesignation Task Force.
- Shenandoah High School has created multiple credentialing programs within the last few years, a 12 point credential in advanced manufacturing, OSHA 10 certification, Lean Six Sigma green and yellow belt certification, a certified health tech certification, and a teacher academy to help with the shortage of educators in Ohio.
- Worked in cooperation with Dan Leffienwell and the Board of Education on phases 1-4 of district renovations and new construction.
- NLSD has a four star recognized business advisory council.
- SHS is a participating Leader in Me school.
- SHS received the Purple Star Award in 2021.
- Making Schools Work 2022 Presenter at both regional and National conferences
- Presenter at the 2021 Ohio School Improvement Institute
- Presenter at the 2018 National Forum to Advance Rural Education, Battelle for Kids and the National Rural Education Association (NREA)

**Education** .....

Marietta College 1997-2001  
Elementary Cert. 1-8 License  
Concentration in Mathematics

**Higher Education** .....

Muskingum University  
Masters in Educational Leadership  
Principal and Superintendent License



**References**

**Dan Leffingwell**

East Central Ohio ESC  
Director of Innovation  
dan.leffingwell@ecoesc.org  
740.236.0190

**Dr. Richard Hall**

Ohio Valley ESC  
Director of Shared and Admin Services  
richard.hall@ovesc.org  
740.541.5583

**Jill Sheridan**

State Support Team 12  
School Improvement and Positive Behavior Intervention Support Consultant  
jill.sheridan@mvesc.org  
740.221.9377

# STEPHANIE FREAS

1904 Euclid Avenue Zanesville, Ohio 43701 • 740-624-7132 • stephanierfreas@gmail.com

## SUMMARY OF QUALIFICATIONS

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- Ability to lead a team by collaboration, motivation, and capitalizing on individual strengths
- Knowledgeable in library trends, understanding community needs, and building local partnerships
- Dedicated to providing quality programs and resources to local communities
- Community advocate with proven impact in fostering positive change and inclusivity
- Passionate change catalyst, inspiring individuals to embrace transformation and achieve collective success

## RELEVANT EXPERIENCE

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### **Assistant Director, Muskingum County Library System**

**June 2018 – Current**

Zanesville, OH

- Oversees the day-to-day operations of six library locations managing 49 public and support staff.
- Provides leadership and guidance to supervisory staff.
- Develops and initiates staff training and determines standards of performance.
- Develops job methods and maintains work quality to ensure the public is served in accordance with established standards.
- Resolves employee complaints, approves short-term leaves, and maintains authority to administer verbal reprimands and recommend other disciplinary actions as appropriate.
- Recommends staffing requirements and personnel actions, and participates in the employee selection process.
- Provides assistance, support and guidance in setting priorities and goals for Youth, Adult, Technical Branch, Outreach, and Circulation Services.
- Makes policy recommendations, and participates in the development of service goals and objectives for the library system.
- Develops and administers public service information programs.
- Contributes to legislative lobbying efforts on behalf of the library, both locally and statewide.
- Administers assigned budgetary accounts and monitors spending. Develops cooperative working relationships and serves as liaison with community organizations.
- Oversees the coordination of Main Library and Branch programming and collections.

### **Rifle Branch Manager, Garfield County Libraries**

**March 2017 – May 2018**

Rifle, CO

- Manage a staff of seven, which includes reviews, payroll, scheduling, hiring, and training
- Developed and initiated strategic branch restructuring to enhance user experience and collection layout
- Built a branch collection plan that trained all staff in budget management, ordering, weeding, donations and conducted a detailed analysis of collection trends, community interests, and branch needs
- Increased library outreach to local community of 9,000 to build morale with community, increase library cardholders, and build partnerships with schools, businesses, and organizations
- Worked with leadership team to develop, update, and implement relevant library policies that benefited both community and staff
- Collaborated with staff on all levels in our six-branch district to develop a sustainable, responsible budget for 2018 and an expansive, achievable strategic plan for 2018-2020



**Adult Services Librarian**, Licking County Library  
Newark, OH

**September 2013 – March 2017**

- Chaired strategic plan committee to increase awareness of the library's resources to a diverse community and expand the community's perception of the library
- Worked individually with marketing consultant to improve relations with the local community
- Responsible for collection development for nonfiction and reference collection with an annual budget of \$28,000 for 7 locations
- Coordinated 78 different adult programs in 2015 and 2016 with a combined attendance of over 2,600
- Led department to increase adult summer reading participation from 192 to 729 over a period of 2 years
- Educated staff about resources through workshops, conference presentations, and individualized instruction

## **EDUCATION**

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**Master of Library and Information Science** **2013**

University of Pittsburgh, Pittsburgh, PA

**Bachelor of Arts in English, *summa cum laude*** **2010**

Otterbein University, Westerville, OH

## **MEMBERSHIPS, AWARDS, AND CERTIFICATIONS**

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### **Rotary Club of Zanesville Daybreak**

- Board Member and Chair, Literacy Committee
- Rotarian of the Year, 2023
- Maryjane Shackelford Peace Award, 2022
- Rising Star Award, 2022

**Rotary District 6690**, Assistant Governor, Rotaract

**Muskingum County Social Justice Coalition**, Secretary

### **American Library Association**

- Public Awareness Committee
- Branding Workgroup

### **Ohio Library Council**

- Professional Development Committee
- Management and Administration Division
- Certified Public Librarian

### **Women of Achievement**

- Ethel Granger Schultz Young Adult Award, 2022

**Leadership Muskingum**, 2019

**THE GLADYS W. AND DAVID H. PATTON COLLEGE OF EDUCATION, SCRIPPS COLLEGE OF COMMUNICATION, COLLEGE OF BUSINESS, HONORS TUTORIAL COLLEGE, COLLEGE OF HEALTH SCIENCES & PROFESSIONS, RUSS COLLEGE OF ENGINEERING & TECHNOLOGY, UNIVERSITY COLLEGE, AND VOINOVICH SCHOOL OF LEADERSHIP & PUBLIC SERVICE**

**DEGREE DESIGNATION AND PROGRAM NAME CHANGES**

**RESOLUTION 2024 –**

**WHEREAS**, The Gladys W. and David H. Patton College of Education, Scripps College of Communication, College of Business, Honors Tutorial College, College of Health Sciences & Professions, Russ College of Engineering & Technology, University College and Voinovich School of Leadership & Public Service propose to change the following degree designations and program names, and

**WHEREAS**, the proposed degree designation and program name changes for The Gladys W. and David H. Patton College of Education, Scripps College of Communication, College of Business, and Honors Tutorial College were approved by the University Curriculum Council on April 2, 2024, and

**WHEREAS**, the proposed degree designation and program name changes for the College of Health Sciences & Professions, Russ College of Engineering & Technology, University College and Voinovich School of Leadership & Public Service were approved by the University Curriculum Council on April 16, 2024, and

**WHEREAS**, the proposed degree designations and program names align with degree designations formally recognized by the Ohio Department of Higher Education and will ensure that Ohio University program offerings are recognizable at the state and national level and enhance our visibility among prospective students.

**NOW THEREFORE, BE IT RESOLVED** that the Board of Trustees of Ohio University hereby approves the degree name changes in The Gladys W. and David H. Patton College of Education, Scripps College of Communication, College of Business, Honors Tutorial College, College of Health Sciences & Professions, Russ College of Engineering & Technology, University College, and Voinovich School of Leadership & Public Service per Exhibit A attached.

## ODHE Degree Designations

To align with ODHE requirements, we are proposing the following degree designations and program name changes.

*The Gladys W. and David H. Patton College of Education*

<b>Major Code</b>	<b>Program Name</b>	<b>Current Degree Designation</b>	<b>New Degree Designation</b>
BS5512	Recreation and Sport Services	Bachelor of Science in Recreation and Sport Services	Bachelor of Science
BS6184	Hospitality Management	Bachelor of Applied Human and Consumer Sciences	Bachelor of Applied Science
BS6326	Human Services	Bachelor of Applied Human and Consumer Sciences	Bachelor of Applied Science
BS6361	Restaurant, Hotel, and Tourism	Bachelor of Science in Human and Consumer Sciences	Bachelor of Science
BS6370	Family and Consumer Science Education-Teaching	Bachelor of Science in Human and Consumer Sciences	Bachelor of Science in Education
BS6384	Retail and Fashion Merchandising	Bachelor of Science in Human and Consumer Sciences	Bachelor of Science
BS6418	Customer Service Leadership	Bachelor of Applied Human and Consumer Sciences	Bachelor of Applied Science
BS8169	Physical Activity Sport Coaching	Bachelor of Science in Physical Education	Bachelor of Science
BS8176	Outdoor Recreation and Education	Bachelor of Science in Parks, Recreation, and Leisure Studies	Bachelor of Science
BS8177	Recreation Management	Bachelor of Science in Parks, Recreation, and Leisure Studies	Bachelor of Science
BS8179	Health and Physical Education	Bachelor of Science in Health and Physical Education	Bachelor of Science in Education
MS8141	Coaching Education-Athens	Master of Science in Recreation and Sport Sciences	Master of Science
MS8160	Coaching Education-Online	Master of Science in Recreation and Sport Sciences	Master of Science
MS8163	Coaching Education-Soccer	Master of Science in Recreation and Sport Sciences	Master of Science
MS8180	Parks, Recreation, Hospitality, and Tourism	Master of Science in Parks, Recreation, and Leisure Studies	Master of Science

*Scripps College of Communication*

<b>Plan code</b>	<b>Major Name</b>	<b>Current Degree Designation</b>	<b>New Degree Designation</b>
AA5013	Electronic Media	Associate in Applied Science	Associate of Applied Science
BC5329	Information and Telecommunication Systems	Bachelor of Science in Communication	Bachelor of Science
BC5363	Communication Studies	Bachelor of Science in Communication	Bachelor of Science
BC5364	Communication Studies	Bachelor of Science in Communication	Bachelor of Science
BC5365	Media Arts and Studies	Bachelor of Science in Communication	Bachelor of Science
BC5369	Media Arts and Studies - Media and Social Change	Bachelor of Science in Communication	Bachelor of Science
BC5371	Media Arts and Studies - Music Production and Recording Industry	Bachelor of Science in Communication	Bachelor of Science
BC5372	Media Arts and Studies - Screenwriting and Producing	Bachelor of Science in Communication	Bachelor of Science
BC5381	Communication	Bachelor of Science in Communication	Bachelor of Science
BC5382	Media Arts and Studies - Media Arts Production	Bachelor of Science in Communication	Bachelor of Science
BC5383	Information and Telecommunication Systems- Emerging Communication Technologies	Bachelor of Science in Communication	Bachelor of Science
BC5384	Virtual Reality and Game Development	Bachelor of Science in Communication	Bachelor of Science
BC5386	Media Arts and Studies - Animation	Bachelor of Science in Communication	Bachelor of Science
BJ6906	Journalism News and Information	Bachelor of Science in Journalism	Bachelor of Science
BJ6907	Journalism Strategic Communication	Bachelor of Science in Journalism	Bachelor of Science
BJ6910	Journalism - Carr Van Anda	Bachelor of Science in Journalism	Bachelor of Science
BJ6915	Journalism - Carr Van Anda	Bachelor of Science in Journalism	Bachelor of Science

BS6922	Visual Communication - Photojournalism	Bachelor of Science in Visual Communication	Bachelor of Science
BS6923	Visual Communication - Multimedia	Bachelor of Science in Visual Communication	Bachelor of Science
BS6924	Visual Communication - Information Graphics/Publication Design	Bachelor of Science in Visual Communication	Bachelor of Science
BS6925	Visual Communication - Commercial Photography	Bachelor of Science in Visual Communication	Bachelor of Science

*College of Business*

<b>Plan code</b>	<b>Major Name</b>	<b>Current Degree Designation</b>	<b>New Degree Designation</b>	<b>New Major Name</b>
AA5006	Business Management Technology	Associate in Applied Business	Associate of Applied Business	
BS6108	Business Studies	Bachelor of Science in Business	Bachelor of Science	
BS6109	Business Studies	Bachelor of Science in Business	Bachelor of Science	
BS8167	Sport Management	Bachelor of Sport Management	Bachelor of Science	
MS6100	Master of Science in Management	Master of Science in Management	Master of Science	Management
MS6101	Professional Master of Science in Management	Master of Science in Management	Master of Science	Management
MS8112	Sports Administration	Master of Sports Administration	Master of Science	
MS8149	Sports Administration/MBA	Master of Sports Administration	Master of Science	
MS8161	Sports Administration	Master of Sports Administration	Master of Science	
MS8162	Athletic Administration	Master of Science in Athletic Administration	Master of Science	

*Honors Tutorial College*

<b>Major Code</b>	<b>Program Name</b>	<b>Current Degree Designation</b>	<b>New Degree Designation</b>
BS1949	Advanced Computing	Bachelor of Science in Advanced Computing	Bachelor of Science
BA1934	Anthropology	Bachelor of Arts in Anthropology	Bachelor of Arts
BA1935	Art History	Bachelor of Arts in Art History	Bachelor of Arts
BS1931	Astrophysics	Bachelor of Science in Astrophysics	Bachelor of Science
BS1902	Biological Sciences	Bachelor of Science in Biological Sciences	Bachelor of Science
BB1926	Business Administration	Bachelor of Business Administration	Bachelor of Business Administration
BS1904	Chemistry	Bachelor of Science in Chemistry	Bachelor of Science
BA1951	Classics and Religious Studies	Bachelor of Arts in Classics	Bachelor of Arts
BC1918	Communication Studies	Bachelor of Science in Communication Studies	Bachelor of Science
BF1906	Dance Tutorial	Bachelor of Fine Arts in Dance Tutorial	Bachelor of Fine Arts
BS1910	Economics	Bachelor of Science in Economics	Bachelor of Science
BS1925	Engineering Physics	Bachelor of Science in Engineering Physics	Bachelor of Science
BA1916	English	Bachelor of Arts in English	Bachelor of Arts
BS1901	Environmental and Plant Biology	Bachelor of Science in Environmental and Plant Biology	Bachelor of Science
BA1942	Environmental Studies	Bachelor of Arts in Environmental Studies	Bachelor of Arts
BF1924	Film Tutorial	Bachelor of Fine Arts in Film Tutorial	Bachelor of Fine Arts
BA1913	General Theater	Bachelor of Arts in Theater	Bachelor of Arts
BF1913	General Theater	Bachelor of Fine Arts in Theater	Bachelor of Fine Arts

BA1944	Geography	Bachelor of Arts in Geography	Bachelor of Arts
BS1948	Geological Sciences	Bachelor of Science in Geological Sciences	Bachelor of Science
BS1950	Hearing, Speech and Language Sciences	Bachelor of Science in Hearing, Speech, and Language Sciences	Bachelor of Science
BA1909	History	Bachelor of Arts in History	Bachelor of Arts
BJ1923	Journalism	Bachelor of Science in Journalism	Bachelor of Science
BS1903	Mathematics	Bachelor of Science in Mathematics	Bachelor of Science
BC1920	Media Arts and Studies	Bachelor of Science in Media Arts and Studies	Bachelor of Science
BA1938	Music	Bachelor of Arts in Music	Bachelor of Arts
BA1917	Philosophy	Bachelor of Arts in Philosophy	Bachelor of Arts
BS1905	Physics	Bachelor of Science in Physics	Bachelor of Science
BA1908	Political Science	Bachelor of Arts in Political Science	Bachelor of Arts
BA1930	Social Work	Bachelor of Arts in Social Work	Bachelor of Arts
BA1912	Sociology	Bachelor of Arts in Sociology	Bachelor of Arts
BA1939	Studio Art	Bachelor of Arts in Studio Art	Bachelor of Arts
BF1940	Studio Art	Bachelor of Fine Arts in Studio Art	Bachelor of Fine Arts
BS1946	Translational Health Studies - Applied Nutrition	Bachelor of Science in Translational Health	Bachelor of Science
BS1947	Translational Health Studies - Exercise Physiology	Bachelor of Science in Translational Health	Bachelor of Science
BA1945	Women's, Gender, and Sexuality Studies	Bachelor of Arts in Women's and Gender Studies	Bachelor of Arts



*College of Health Sciences & Professions*

<b>Plan code</b>	<b>Major Name</b>	<b>Current Degree Designation</b>	<b>New Degree Designation</b>	<b>New Major Name</b>
AA2342	Associate in Nursing	Associate in Applied Science	Associate of Applied Science	Nursing
AA5201	Human Services Technology	Associate in Applied Science	Associate of Applied Science	
BS5389	Hearing, Speech and Language Sciences	Bachelor of Science in Hearing, Speech, and Language Sciences	Bachelor of Science	
BS6260	Environmental Health Science	Bachelor of Science in Environmental Health	Bachelor of Science	
BS6340	Integrated Healthcare Studies	Bachelor of Science in Integrated Healthcare Studies	Bachelor of Science	
BS6357	Integrated Healthcare Studies	Bachelor of Science in Integrated Healthcare Studies	Bachelor of Science	
BS6468	Child and Family Studies	Bachelor of Science in Child and Family Studies	Bachelor of Science	
BS6470	Applied Nutrition	Bachelor of Science in Food and Nutrition Sciences	Bachelor of Science	
BS6474	Nutrition Science	Bachelor of Science in Food and Nutrition Sciences	Bachelor of Science	
BS8100	Community and Public Health	Bachelor of Science in Health	Bachelor of Science	
BS8119	Health Services Administration	Bachelor of Science in Health	Bachelor of Science	
BS8122	Exercise Physiology	Bachelor of Science in Physiology of Exercise	Bachelor of Science	
BS8171	Exercise Physiology - Pre-Physical Therapy	Bachelor of Science in Physiology of Exercise	Bachelor of Science	
BS8178	Exercise Physiology-Pre-Athletic Training	Bachelor of Science in Physiology of Exercise	Bachelor of Science	

MA5326	Speech-Language Pathology	Master of Arts in Speech Language Pathology	Master of Arts	
MA5379	Speech-Language Pathology	Master of Arts in Speech Language Pathology	Master of Arts	
MS6469	Child and Family Studies	Master of Science in Child and Family Studies	Master of Science	
MS6471	Food and Nutrition Sciences	Master of Science in Food and Nutrition Sciences	Master of Science	
MS6473	Food and Nutrition Sciences	Master of Science in Food and Nutrition Sciences	Master of Science	
MS6476	Food and Nutrition Sciences	Master of Science in Food and Nutrition Sciences	Master of Science	
MS8111	Physiology of Exercise	Master of Science in Physiology of Exercise	Master of Science	
MS8130	Athletic Training	Master of Science in Athletic Training	Master of Science	
MS8147	Physiology of Exercise - Clinical	Master of Science in Physiology of Exercise	Master of Science	
MS8174	Athletic Training	Master of Science in Athletic Training	Master of Science	
MS8181	Physiology of Exercise - Human Performance	Master of Science in Physiology of Exercise	Master of Science	

*Russ College of Engineering & Technology*

<b>Major Code</b>	<b>Program Name</b>	<b>Current Degree Designation</b>	<b>New Degree Designation</b>
AA5011	Computer Technology	Associate in Applied Business	Associate of Applied Business
AA5023	Engineering Technology	Associate in Applied Science	Associate of Applied Science
AA7268	Aviation Flight Technology	Associate in Applied Science	Associate of Applied Science

BS7251	Chemical Engineering	Bachelor of Science in Chemical Engineering	Bachelor of Science
BS7252	Civil Engineering	Bachelor of Science in Civil Engineering	Bachelor of Science
BS7253	Electrical Engineering	Bachelor of Science in Electrical Engineering	Bachelor of Science
BS7254	Electrical Engineering with Computer Engineering Track	Bachelor of Science in Electrical Engineering	Bachelor of Science
BS7255	Industrial and Systems Engineering	Bachelor of Science in Industrial and Systems Engineering	Bachelor of Science
BS7256	Engineering Technology and Management	Bachelor of Science in Engineering Technology and Management	Bachelor of Science
BS7257	Mechanical Engineering	Bachelor of Science in Mechanical Engineering	Bachelor of Science
BS7260	Computer Science	Bachelor of Science in Computer Science	Bachelor of Science
BS7269	Aviation Flight	Bachelor of Science in Aviation	Bachelor of Science
BS7270	Aviation Management	Bachelor of Science in Aviation	Bachelor of Science
BS7273	Technical Operations Management	Bachelor of Science in Technical Operations Management	Bachelor of Science
BS7274	Energy Engineering	Bachelor of Science in Energy Engineering	Bachelor of Science
BS7476	Project Management	Bachelor of Science in Project Management	Bachelor of Science
MS7260	Computer Science	Master of Science in Computer Science	Master of Science
MS7265	Biomedical Engineering	Master of Science in Biomedical Engineering	Master of Science

*Voinovich School of Leadership & Public Service*

<b>Plan code</b>	<b>Major Name</b>	<b>Current Degree Designation</b>	<b>New Degree Designation</b>
MS6956	Environmental Studies	Master of Science in Environmental Studies	Master of Science

*University College*

<b>Plan code</b>	<b>Major Name</b>	<b>Current Degree Designation</b>	<b>New Degree Designation</b>	<b>New Major Name if needed</b>
BC2209	Criminal Justice	Bachelor of Criminal Justice	Bachelor of Science	
BS1112	Specialized Studies	Bachelor of Specialized Studies	Bachelor of Integrative Studies	
AA1114	Associate in Arts - Arts and Humanities Emphasis	Associate in Arts	Associate of Arts	Arts and Humanities Emphasis
AA1110	Associate in Arts - Social Science Emphasis	Associate in Arts	Associate of Arts	Social Science Emphasis
AI5508	Associate in Individualized Studies	Associate in Individualized Studies	Associate of Individual Study	Individualized Studies
AS1104	Associate in Science	Associate in Science	Associate of Science	General Science Emphasis
AS5513	Associate of Technical Study	Associate of Technical Study	Associate of Technical Studies	Technical Study
AS5515	Associate of Technical Study in Building and Industrial Technology	Associate of Technical Study	Associate of Technical Studies	Building and Industrial Technology
AS5514	Associate of Technical Study in Business Technology	Associate of Technical Study	Associate of Technical Studies	Business Technology
AS5516	Associate of Technical Study in Health and Allied Health Technology	Associate of Technical Study	Associate of Technical Studies	Health and Allied Health Technology
AS5517	Associate of Technical Study in	Associate of Technical Study	Associate of Technical Studies	Information Technology

	Information Technology			
AS5518	Associate of Technical Study in Services Technology	Associate of Technical Study	Associate of Technical Studies	Services Technology
AA5505	Law Enforcement Technology	Associate in Applied Science	Associate of Applied Science	



**OHIO**  
UNIVERSITY

## **Interoffice Communication**

**Date:** May 22, 2024

**To:** The President and Board of Trustees

**From:** Elizabeth Sayrs, Executive Vice President and Provost  
Sarah Poggione, Vice Provost for Undergraduate Education  
Loralyn Taylor, Associate Provost, Office of Institutional Effectiveness & Analytics

**Re: OHIO Degree Designation Alignment**

A resolution is included seeking board approval for proposed degree designation and program name changes that align with degree designations formally recognized by the Ohio Department of Higher Education. The new degree designations will ensure that the programs are recognizable at the state and national level and enhance our visibility among prospective students.

The proposed changes were approved by the University Curriculum Council on April 2 and April 16, 2024.

## MAJOR, DEGREE, AND COLLEGE PROGRAM REVIEWS

### RESOLUTION 2024 –

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

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

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

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

College of Arts and Sciences

- Center for Law, Justice & Culture

The Gladys W. and David H. Patton College of Education

- Recreation, Sport Pedagogy, & Consumer Sciences

Russ College of Engineering and Technology

- Aviation

College of Fine Arts

- Music
- Theater

University College

- Law Enforcement Technology
- Military Science
- Technical and Applied Studies



**OHIO**  
UNIVERSITY

## Interoffice Communication

**Date:** May 22, 2024

**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 programs reviewed and includes whether the program is recommended as viable. A resolution for board acceptance of the review is provided.

College	Program	Pages	Viable
A&S	Center for Law, Justice & Culture	3-7	Yes
EDU	Recreation, Sport Pedagogy, & Consumer Sciences	8-18	Yes
ENT	Aviation	19-25	Yes
FAR	Music	26-30	Yes
FAR	Theater	31-35	Yes
UNC	Law Enforcement Technology	36-43	In jeopardy but viable
UNC	Military Science	44-49	Yes
UNC	Technical and Applied Studies	50-53	Yes



Center for Law, Justice & Culture  
Program-Review Executive Summary

Reviewed: 2023-2024

Previous Review: 2015-2016

**Finding and Overall Assessment:** Viable.

**Degrees:** M.A. in Law, Justice & Culture (in person and online). Undergraduate Certificate in Law, Justice & Culture.

**Site-Visit Overview:** The internal reviewers were C. Scott Smith, Associate Professor of Horn and Theory, School of Music; and Jesse Strycker, Associate Professor, Educational Studies, The Gladys W. and David H. Patton College of Education. The external reviewer was Paul Collins, Professor of Legal Studies and Political Science, and Graduate Program Director, Department of Political Science, College of Social and Behavioral Sciences, University of Massachusetts Amherst. The review took place November 9, 2023. The reviewers found the program viable.

**Commendations:** The committee commended the Center for its work and noted its recognition as “crown jewel” of the unit. It also commended it for:

- Interdisciplinary nature, which is an excellent framework for an interdisciplinary liberal arts education in the law.
- Informal educational and mentoring opportunities that help build the identity and culture of the Center.
- Exceptional experiential learning opportunities.
- Remarkable growth at both the undergraduate and graduate levels.

**Site-Visit Areas of Concern:** The committee is concerned that the Center is doing amazing things on a small budget and largely succeeds because of the goodwill of a small number of incredibly dedicated faculty, which may not work if one leaves.

**Site-Visit Recommendations:** The committee had the following recommendations:

- University support for a joint hire between the Center and a relevant department, which will allow the new faculty member to dedicate at least two courses per year to teaching in the Center.
- University support for a hybrid faculty and staff position to help cover courses in the Center and help administer and grow the Center’s outstanding experiential learning opportunities, which are in very high demand.
- A reevaluation of the remuneration for Center leadership, which does not appear to be commiserate with their very high workloads.

- University and College support for encouraging faculty members affiliated with the Center to offer courses to Center students.
- Evaluating providing the Center new or additional space. This may be an opportunity for alumni engagement, especially if the Center opts to seek out funding for a mock trial courtroom that can also serve as a meeting space.
- A thorough and deliberative discussion among key stakeholders in the Center, College, and University administration to discuss future growth of the Center and the resources needed to meet that growth potential.

**Response from Director Kevin Uhalde:** Director Uhalde responded with the following comments, which have also been shared with the faculty;

- Happy to hear and hope to increase the Center's college and university prominence.
- Student organizations, Mock Trial, study abroad, and internship opportunities have boomed creating pressure for oversight, advising. More support would allow us to increase experiential and co-curricular learning opportunities.
- There is need to coordinate and incentivize departments to offer more online graduate courses more predictably.
- Since the self-study, center director compensation has increased, but more compensation for the center and graduate directors.
- We would like to see multiple joint hires in the next few years, and one proposal has been submitted.
- A space resource study for an expanded CLJC as well as a courtroom, which could also be the target of a campaign effort.

**Response from Dean Matthew Ando:** Dean Ando thanked the CLJC faculty and staff and the review committee for their work. He noted that the Center is a model for one way the college hopes to achieve national excellence and recognition: it is an interdisciplinary center of scholarship that builds on the great traditions of the liberal arts and sciences and enables students to engage with important challenges facing society. He responded to the recommendations;

- The college is currently working on a joint proposal from the CLJC and Political Science for a joint faculty hire. The college is also exploring the hybrid faculty and staff position. With the new dynamic strategy, we hope there are ways to enhance support for interdisciplinary and interdepartmental teaching.
- The college will work with the Center leadership and the advancement team on a strategy for external funding, in addition to the college strategic planning.
- The college will work with the center leadership to assess their needs and try to find additional space.



OHIO  
UNIVERSITY

College of Arts and Sciences

Office of the Dean  
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January 24, 2024

To Whom It May Concern:

I am grateful to the CLJC faculty and staff for the work that they put into the self-study, and I am grateful to the review committee for their thorough review and thoughtful report.

The Center is a model for one way that I hope to achieve national excellence and recognition for the College of Arts and Sciences at OHIO: it is an interdisciplinary center of scholarship that builds on the great traditions of the liberal arts and sciences to engage with, and enable students to engage with, important challenges facing society. I look forward to learning from the Center and to working with them. I want to support their continued success, and I want to build other centers of excellence like it. It is my belief and hope that the Center will play a leading role in shaping how the College responds to the president's Dynamic Strategy initiative. That process is currently under way, and our next steps will depend the outcome of that initiative. For now, I provide these responses to the recommendations in the report.

**Joint faculty hire with a relevant department.** We are in the process of developing a multi-year proposal/plan for faculty hiring for the college, on instructions from the provost's office. We anticipate a joint proposal from the CLJC and Political Science. We also acknowledge that our faculty governance process calls for all proposals to be reviewed by our chairs and directors and by our Faculty Advisory Committee.

**Hybrid faculty and staff position.** The case for such a position is strong, and we are working to explore how this can be done. The hire would again be considered in the context of our faculty governance process.

**Center budget including compensation for center leadership.** As Prof. Uhalde notes, we did adjust the compensation of some leadership this past fall. We have also gathered the information for a review of compensation for leadership positions, and we expect to carry out that work this summer. We hope that the college strategic planning to accompany the president's dynamic strategy process will present an opportunity for to raise funds for additional strategic investment in the CLJC. We also see that the CLJC is a strong candidate for raising funds from donors, and we will work with the Center leadership and our advancement team on a strategy for external funding.

**Enabling faculty to teach with the Center.** We hope that the Educate portion of the president's dynamic strategy process will lead university leadership to find ways to enhance support for interdisciplinary and

interdepartmental teaching. Within the college we will convene conversations with our department chairs about interdisciplinary teaching to seek ways to become more supportive.

**Space.** Whenever I've visited the Center, there have been lots of people using the space intensively. We will work with the center leadership to assess their needs and try to find additional space. One silver lining of the enormous loss of faculty and staff over the last five years is the increased likelihood that we can find additional space for the Center.

Sincerely,

A handwritten signature in black ink, appearing to read "Matthew Ando". The signature is fluid and cursive, with the first name "Matthew" written in a larger, more prominent script than the last name "Ando".

Matthew Ando  
Dean  
[mando@ohio.edu](mailto:mando@ohio.edu)  
740-593-2854



February 2024

This is a summary of the Graduate Council - Program Review Committee's review of the UCC review and related materials from the Center for Law, Justice & Culture.

The Center for Law, Justice & Culture is deemed viable from the materials provided. We would like to highlight the following points:

- The center is well positioned as evident from its recent growth in students and offerings (this is impressive given declines in other areas) - and its alignment with university strategy related to experiential learning.
- Growth should be carefully managed (and possibly controlled) to make sure student goals can still be met.
  - More resources will be needed otherwise.
- The center may want to look at a pure stipend model for leadership, which would create more teaching capacity.
- The joint hire model seems to make a lot of sense for an area like this - we are glad to see this being pursued by college leadership.

Please do not hesitate to contact me or the other committee members, David Brown or Vladimir Marchenkov, if you have any questions about this review.

Sincerely,

Gabe Giordano  
Chair, Program Review Committee - University Graduate Council

Department of Recreation, Sport Pedagogy, & Consumer Sciences  
Program-Review Executive Summary

Reviewed: 2023-2024

Previous Review: 2013

**Finding and Overall Assessment:** Viable.

**Degrees: *Undergraduate programs* – Bachelor of Science** - Physical Activity Sport Coaching, Health and Physical Education, Customer Service Leadership, Family and Consumer Sciences Education: Teaching, Family and Consumer Sciences Education: Community Leadership, Outdoor Recreation & Education, Recreation Management, Restaurant, Hotel, and Tourism, Sport & Lifestyle Studies. **Bachelor of Applied Human and Consumer Sciences**- Applied Hospitality Management, Retail & Fashion Merchandising. **Associate in Applied Science** - Equine Studies. **Minors**- Coaching Education, Customer Service Leadership, Outdoor Recreation & Education, Recreation Management, Retail & Fashion Merchandising. **Certificate**- Ecotourism. **Graduate programs- Master of Science**- Coaching Education, Coaching Education Soccer Specific, Parks, Recreation, and Leisure Studies. **Certificate**- Sport Coaching.

**Site-Visit Overview:** The internal reviewers were Glenn Dutcher, Associate Professor of Economics and Jim Strode, Associate Dean of the College of Business. The external reviewers were Cory Kieschnick, Chair and Professor of Equine Science and Management, Delaware Valley University and Mary Parr, Professor of Recreation, Park, and Tourism Management, Kent State University. The review team found the program viable.

**Commendations:** The review team had the following general commendations;

- The high touch experience that students shared because of the dedication of the faculty is to be commended.
- The amount of change the department went through is incredible. The leadership in the department and the faculty who were affected by this constant change should be commended.
- The department's recent instructional faculty hires have been exceptional.

The review team had the following commendations for the Equine program:

- This program is unique in its focus and exclusive online delivery, and its affordability.
- Prof. Hall should be commended for developing creative methods of assessment and instructional delivery, particularly for the requisite hands-on pieces of the curriculum.
- The program is the first exclusively online program recognized by PATH, International.

**Areas of Concern:** The review team expressed the following general concerns:

- Faculty Workload. It was expressed numerous times on the visit that the tenured faculty are lacking the time to conduct high quality research (and are unclear how OHIO's R1 status affects them), and the instructional faculty appear to carry the responsibility of filling gaps in

marketing and admissions outside of their 4-4 teaching load. Centralized services such as UCM and admissions must improve coordination to alleviate the increased workload on faculty.

- Assurance of Learning. The department leadership is aware of this concern, as it was highlighted in an accreditation report.
- Enrollment. There are a few programs that have low enrollment, which should be reviewed to ensure future viability.
- Retaining Instructional Faculty. Some programs are heavily reliant on instructional faculty, and in some cases, solely reliant on them.

The review team expressed the following concerns about the Equine program:

- Faculty of One. One faculty member and no adjunct faculty is a threat to program sustainability.
- Course Scheduling. Difficulty with course scheduling was a recurring theme throughout the review; the equine program director should be supported during scheduling.
- Inconsistency in Workload. There appears to be confusion regarding faculty workload, program director release/stipend payment, and the option to hire adjuncts. These expectations should be carefully reviewed by the department in conjunction with the administration.

**Site-Visit Recommendations:** The review team had the following general recommendations;

- Explore a 4-3 teaching load for instructional faculty given the increased administrative responsibility that falls to them, and what is needed for tenured faculty to contribute to OHIO's R1 status.
- Investigate investing in more administrative support, particularly focused on career services.
- A dual advising model is recommended for students where they meet with a success advisor for help with their DARS and with faculty for help with classes.
- The college and university should better aid the department in marketing solutions.
- Work towards more cohesion between tenure-track and instructional faculty.
- More resources, in terms of time and money, should be given for professional development.
- As programs grow, we encourage opening tenure-track lines to support the research mission and to alleviate current burdens.

The review team had the following recommendations for the Equine program;

- Proceed with proposed curricular modification to eliminate tracks within the equine degree.
- The use of guest lecturers could be expanded in the online equine courses.
- Ultimately, offering companion certificate courses or pathways (through coursework) to recognized certifications could be beneficial and provide an increased level of employability for graduates who choose not to pursue a bachelor's degree.
- Alleviating the workload for the program director could allow for more time to advise and mentor students, providing them with support in areas such as career planning.
- The move to OneOHIO has caused confusion within the department. While administrators are working on improvements (including communication with faculty), for now, there's a lack of clarity that needs to be addressed.

**Response from Department Chair Andrew Szolosi:** The Department thanks the review team for their valuable feedback. Faculty appreciate the accurate report and will address the identified areas for improvement. The following steps are currently underway:

- All programs within the department have been asked to update program learning outcomes, identify assignments that assess each outcome, develop rubrics for those assignments, and establish a clear and standardized schedule to review data and make adjustments.
- To address concerns about tenure-track faculty research time, workload distribution, and administrative duties, the department will explore ways to help tenured faculty maintain research productivity with the increased R1 expectations; work with the College's shared services office to streamline administrative tasks; review faculty workloads and consider offering stipends or course releases; collaborate with UCM on program-specific marketing projects to improve student recruitment.
- COVID hurt enrollment, especially in "discovery majors" that relied on in-person activities. The enrollment strategy will include developing clear program values, mission, and vision to guide recruitment efforts; creating program-specific webpages to showcase unique offerings; exploring models with proven success in student engagement and recruitment; videos to offload some recruitment work from faculty; and creating accelerated pathways to increase graduate enrollment.
- Develop a system and explore using existing university resources to track student success after graduation (jobs, internships, grad school).

**Response from Dean Lisa Harrison:** Dean Harrison also thanked the reviewers for their work and provided additional comments on the four areas of concern;

- Faculty workload: While we are all excited by Ohio University's new R1 status, the dean's office can work to provide better clarity to tenure track faculty that the new R1 status has not changed tenure track faculty workload distribution or expectations around research productivity. The college offers resources to support recruitment. A committee is reviewing faculty workload and how it aligns with current policy. The college provides funding for professional development, comparable to or exceeding other colleges within the university.
- Assurance of Learning and Enrollment: The college support the recommendations that the review committee provided and understanding the need to increase enrollment, extra money was allocated to the marketing budget to specifically support recruitment within non-teacher education undergraduate programs which are all housed within the department of RSPCS.
- Retaining Instructional Faculty: The college already has a policy for multi-year contracts, but the dean's office can work to build greater awareness of the policy.
- Equine Studies: We will work with the RHE Vice Provost to address raised concerns, but we are pleased that the program received positive feedback for affordability, innovative teaching methods, and being the first online PATH-accredited program.



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and Consumer Sciences  
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December 13, 2023

Kristine Ensign  
Chair, UCC Program Review Committee  
Associate Professor of Instruction  
School of Applied Health Sciences and Wellness  
Ohio University

Dr. Ensign,

I want to take this opportunity on behalf of the faculty and students in the Department of Recreation, Sport Pedagogy, and Consumer Sciences (RSPCS) to extend my appreciation to you and all those involved in the review process. We would especially like to indicate our gratitude to all members of the review team as their efforts have played an invaluable role in helping us to identify not only areas for improvement, but also affirm the strengths that make us unique as a department. The review process, although demanding, has proven truly worthwhile, productive, and revealing. Opportunities for self-reflection and critical analysis from a departmental perspective create the conditions necessary for continued growth and development.

Faculty members within the department received a copy of the report developed by members of the review team. In addition to inviting feedback on the report, discussion around the contents of the document were included in the department's November 29<sup>th</sup>, 2023, faculty meeting. The faculty found that the report accurately reflected the department's strengths and addressed specific and relevant areas of need. Although certain areas of need referenced within the report are currently part of the department's strategic plans as noted in the self-study, the information that follows will aim to address highlighted concerns or expand on efforts the department is positioning to implement moving forward.

### **Assurance of Learning**

The assessment and documentation of learning outcomes is an important step to understanding the extent to which a program is achieving its desired objectives. Although programs within RSPCS have historically engaged in regular assessment of programmatic learning outcomes, there are certainly opportunities where programs within the department can improve these efforts. As noted by the review team, there is a need for certain programs within RSPCS to identify clear metrics that are in alignment with their program learning outcomes. Furthermore, efforts around assessment need to be more systematically conducted so that determinations about potential curricular changes or program revisions occur annually. Given these recommendations, all programs within RSPCS have been tasked to do the following:

1. Revisit program learning outcomes and if necessary, update those outcomes so that they accurately capture the academic and professional aims of the program.
2. Identify curricular assignments that can serve as a means of assessment for each of the listed program learning outcomes.
3. Develop rubrics for each curricular assignment that a program uses as a means of assessment for a given program learning outcome.
4. Establish a clear and standardized schedule from which a program will review data and implement changes when needed.

### **Faculty Workload**

The work of a faculty member is inherently multi-faceted and often comprises several activities that contribute toward a department or program unit meeting its overall mission. These activities and responsibilities can vary depending on the nature of a faculty member's position but tend to include efforts tied to teaching, research and scholarship, service and outreach, and other creative activities. The review team's report highlighted certain concerns and recommendations related to faculty workload. Some of these issues revolved around a lack of time for tenure-track faculty to actively engage in research, workload distribution among instructional and tenure-track faculty, and an increasing reliance on faculty to carry out certain administrative responsibilities including those related to recruitment and marketing. Although there is a degree of complexity underlying each of these issues that extends beyond the scope of the department, RSPCS is committed to identifying solutions that strive to meet the needs of faculty, while at the same time delivering high quality learning experiences to students. Some of the ways in which the department will work toward these aims include:

1. Examining the mechanisms by which the university, The Patton College of Education, and department can support tenured faculty's capacity to contribute to OHIO's recent designation as an R1 institution. With this recent elevated designation, faculty seek additional clarity on how the university, The Patton College of Education, and the department can support faculty efforts to maintain an R1 designation considering teaching load requirements and other administrative responsibilities. One of the ways in which faculty could be supported more in terms of research is through additional funds allocated for professional development. These funds can support the dissemination of research or provide seed money to purchase equipment and software critical to carrying out specific kinds of research endeavors.
2. Interfacing with The Patton College Dean's Office about ways in which the PCOE Shared Services Office can more effectively support the administrative needs of faculty (i.e., course scheduling, concur, human resources). The Patton College recently transitioned to a centralized administrative services model. This transition has not entirely been seamless and has in some cases placed additional burden on faculty to carry out more administrative duties. Continued discussion is needed to

- understand how to improve the current system. A designated administrative specialist for the department afforded certain benefits that no longer exist in the current model.
3. Analyzing faculty members' teaching workload relative to other responsibilities that each faculty member holds within the department. At present, most faculty holding a designated administrative position (i.e., Program coordinators) have the option of either a course release or stipend provided by The Patton College of Education. This stipend is further supplemented by the department's budget allocation. Some discussion is needed around creating equity among those faculty that do not currently have the option to receive a stipend. In addition, a more transparent and purposeful analysis is needed to understand the contributions each faculty member is making in terms of meeting the teaching, service, or research missions of the university. Conducting this type of analysis could prove useful in addressing certain workload issues experienced by and between instructional and tenured faculty.
  4. Build a stronger partnership between the department and University Communications and Marketing (UCM) to address student recruitment through program specific marketing projects.

### **Enrollment**

Within RSPCS, enrollment among programs at both the undergraduate and graduate levels remain a high priority. As a department comprised of multiple 'discovery majors', the COVID-19 pandemic negatively impacted efforts faculty have historically utilized to recruit students into their programs (i.e., Outdoor skill development courses, Physical Activity and Wellness (PAW) courses, program sponsored events, community partnerships and collaborations). Although a challenging time, the COVID-19 pandemic reinforced the need for the department and the programs within the department to have a more targeted student recruitment strategy. As mentioned by the review team, there are certain programs that have seen declines in their student enrollment (i.e. # of majors). In recognition of this trend, the department began developing a marketing strategy to increase enrollment that is part of the broader strategic plan the department initiated in the 2023 fall semester. Elements of that marketing strategy involve:

1. Program units identifying a set of core values, a mission statement, and a vision statement that align with the broader values, mission, and vision of the department. This information should serve as basis for each program's existence and used to guide decisions related to student recruitment and marketing. Although some of the programs within the department have established these program components, others have not.
2. Developing individual program specific landing pages for the department website. Creating individual landing pages for each program will provide an opportunity for programs to further brand themselves among prospective students, convey important information that speaks to the uniqueness of the degrees offered in a program, and highlight relevant program news that may appeal to prospective students.

3. Discussing the implementation of a dual-advising model among all programs within the department. Programs or majors that currently utilize a dual advising model (i.e., Parks, Recreation, and Leisure Studies program, Physical Activity Sport Coaching major) have articulated its benefits despite the increased demands it places on faculty. One of those benefits includes the opportunity to actively engage with students through advising. These interactions have proven to be vital in not only retaining current students, but also in attracting prospective students to the program or major.
4. Creating recruitment videos that Student Affairs staff in The Patton College of Education can utilize for student recruitment activities (i.e. Ohio Discovery Days). Although the construction of such videos requires some upfront work by faculty, these efforts should alleviate some of the demands experienced by faculty that are tied to certain recruitment activities and events sponsored by the college.
5. Exploring the development of accelerated pathway degree programs that can enhance graduate student enrollment among those graduate programs offered within the RSPCS department.

### **Student Success**

One of the strategies that programs can employ to market their degree areas is to highlight student success experienced by graduates of their programs. As noted by the review team, the department did not provide any data that spoke to positive outcomes experienced by students post-graduation. Although certain programs have informally captured some of this information, a more systematic approach is needed. Given this insight, the department and its programs will:

1. Work to develop a process by which information can be systematically collected that speaks to students' job placement, internship placement, pursuit of a graduate degree, and other variables of interest.
2. Explore ways in which existing university and college resources can support programs' desire to collect student success data following a student's matriculation through a program.

We appreciate the review team's time and effort in carrying out the assessment of the RSPCS department. If you have any questions or need additional information, please do not hesitate to reach out (Andrew Szolosi; [szolosi@ohio.edu](mailto:szolosi@ohio.edu)).

Sincerely,



Andrew Szolosi, Ph.D.  
Associate Professor  
Department Chair  
Department of Recreation, Sport Pedagogy, and Consumer Sciences



**OHIO**  
UNIVERSITY

Patton College  
of Education

January 29, 2024

Dr. Lijing Yang  
Chair, UCC Program Review Committee  
Associate Professor of Higher Education

Dr. Yang,

Appreciation is extended to the internal and external review committee members who took the time to evaluate and provide feedback on the Department of Recreation, Sport Pedagogy, & Consumer Sciences (RSPCS). I enjoyed having the opportunity to meet with the committee and value the time and effort taken to conduct the site visit and prepare the written report. I concur with the overall finding that the department is viable. The report acknowledges the important work done by members within the department and the role they play in supporting the larger mission of the Patton College of Education and Ohio University.

The review report does highlight four areas of concern, Faculty Workload, Assurance of Learning, Enrollment, and Retaining Instructional Faculty. As indicated in the committee's report and Dr. Szolosi's response, there are several action items already in place through RSPCS's strategic plan to address the concerns around all areas. For my response, I will provide additional comments on these four areas of concern.

### **Faculty Workload**

The report indicates that "It was expressed numerous times on the visit that the tenured faculty are lacking the time to conduct high-quality research (and are unclear how OHIO's R1 status affect them), and the instructional faculty appear to carry the responsibility of filling gaps in marketing and admissions outside of their 4-4 teaching load. Centralized services such as UCM and admissions must improve coordination to alleviate the increased workload on faculty". I first would like to recognize the high research productivity of the tenure track faculty within the department. Faculty members have published numerous publications over the review process which has resulted in several faculty being promoted to associate or full professor within the seven-year review timeframe. In addition, multiple tenure track faculty members within the program have received compensation through the top-of-the-top tier incentive program within the college that rewards faculty members who have published an article in a top-tier journal within their field. This speaks to the high-quality research that they are doing. While we are all excited by Ohio University's new R1 status, the dean's office can work to provide better clarity to tenure track faculty that the new R1 status has not changed tenure track faculty workload distribution or expectations around research productivity.

Both tenure-track and instructional faculty members engage in significant service to their programs and college. Instructional faculty members do indeed engage in service outside of their 4-4 teaching load as their workload distribution is 80 percent teaching and 20 percent service. This service can be in the form of supporting recruitment efforts. It is worthy to mention that the Patton College of Education has a full-time coordinator of undergraduate recruitment who supports recruitment

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efforts within the college. We also have staff within our Center for Technology and Online Programs (CTOP) who support recruitment efforts for online programs within the college. These are resources that other colleges within the university do not have to support faculty with recruitment. Program coordinators are also either provided a stipend or a course load reduction to attend to programmatic endeavors such as recruitment and marketing. Currently, Patton College is transitioning its online graduate programs to OHIO Online. I expect that such a transition will increase support around marketing and admissions while also providing increased capacity for staff in CTOP to expand support to faculty around recruitment and marketing of programs.

To address larger faculty workload concerns, a workload policy committee was formed academic year 2022-2023 and reconvened this year. The goal of the committee is to assess the types of work faculty are engaged in and how it is accounted for within the context of the current workload policy.

I also would like to note that there was a comment pertaining to the college providing more resources, in terms of time and money, to professional development. The Patton College provides all tenure track faculty members with \$1,500 and all instructional faculty members \$750 dollars to use at their discretion for professional development. In addition, there are internal grants that faculty can apply for, and all department chairs are given additional funds to use at their discretion for things such as providing additional professional development for faculty. While the desire for additional professional development funds is understandable, the allocation of resources to support professional development within the college runs parallel or in some cases is greater than what is seen within other colleges within the university.

### **Assurance of Learning and Enrollment**

I support the recommendations that the review committee provided around the Assurance of Learning and Enrollment and commend the faculty in RSPCS for the efforts that will be taken, as outlined in Dr. Szolosi's response, to make further improvements in these areas. The Director of Assessment & Academic Improvement, and Associate Dean for Academic Research, are also additional supports to assist with efforts around assurance of learning. As previously stated, the coordinator of undergraduate recruitment and CTOP serve as additional resources to assist with recruitment as well. Understanding the need to increase enrollment, during this academic year, I allocated extra money to the coordinator of undergraduate recruitment's marketing budget to specifically support recruitment within non-teacher education undergraduate programs which are all housed within the department of RSPCS.

### **Retaining Instructional Faculty**

In reference to instructional faculty the report indicates that "Without any assurance of future job security, and the current workload of these faculty, there is concern that these programs are very precarious. Longer-term contracts should be explored". It is important to note that in alignment with Faculty Handbook's policy on multi-year contracts for instructional faculty members (Handbook, Section II.3.b.iii), the Patton College of Education adopted a policy July 14, 2022 that outlines the process for Instructional faculty to request and obtain a multiyear contract. Several instructional faculty within the college do indeed possess a multi-year contract. However, to address this disconnect between what is shared in the report and Patton College's existing Policy on Instructional Faculty Multiyear Contracts, the dean's office can work to build greater awareness of the policy.

### **Equine Studies**

Additional, areas of concern were highlighted for the Equine Studies program housed on Regional Higher Education (RHE) about faculty size, course scheduling, and inconsistency in understanding workload. As the reviewers noted, "the institutional shift to One OHIO appears to have resulted in some general confusion and a marked lack of clarity in particular spaces...From an external reviewer perspective, ongoing clarification and improved systemic communication seems necessary." Therefore, I plan to collaborate with the Vice Provost of RHE to give direct attention to the recommended suggestions. However, I am pleased with the positive assessment of the Equine

Studies program that speaks to its affordability, creative methods of assessment and instructional delivery, and it being the first exclusively online program recognized by PATH International.

In conclusion, while there are areas for improvement that were revealed through the review process that the Department and Patton College will work towards resolving, I do agree with the larger overall positive sentiment of the report and the viable status of the department. Thanks again to the members of the review committee for their thoughtful review of the department.

Sincerely,

A handwritten signature in cursive script that reads "Lisa Harrison". The signature is written in black ink and includes a long, sweeping horizontal stroke at the end.

Lisa Harrison  
Professor and Interim Dean  
The Patton College of Education



February 2024

This is a summary of the Graduate Council - Program Review Committee's review of the UCC review and related materials from the Department of Recreation, Sport Pedagogy, and Consumer Sciences.

The Department of Recreation, Sport Pedagogy, and Consumer Sciences is deemed viable from the materials provided. We would like to emphasize the following points:

- We agree with previous comments that the department needs to better connect with and leverage shared resources related to recruiting and career support - both at the college and university levels.
- The department seems to be moving forward with a structured AoL process, which is critical - it would also make sense to connect with existing efforts in the college to learn additional best practices and increase accountability.
- Data about student outcomes likely needs to be collected and articulated as a part of the increased recruiting efforts.
- We agree with previous comments that there should be a continuous effort and conversation to discuss the viability of low enrolled classes/programs if numbers do not improve.

Please do not hesitate to contact me or the other committee members, David Brown or Vladimir Marchenkov, if you have any questions about this review.

Sincerely,

Gabe Giordano  
Chair, Program Review Committee - University Graduate Council



Aviation

Program-Review Executive Summary

Reviewed: 2023-2024

Previous Review: 2020-2021

**Finding and Overall Assessment:** Viable.

**Degrees:** B.S. in Aviation Flight, B.S. in Aviation Management and an Associate in Applied Science in Aviation Technology.

**Site-Visit Overview:** The review is an update on the department's December 2020 review, following up on concerns raised then. David M. Brown, Associate Professor of Instruction, College of Business served as the internal reviewer. The reviewer found the program viable.

**Reevaluation of the areas of concern cited in 2020 report:**

- Leadership: Deak Arch was named as permanent chair and improvements to the department have contributed to an uptick in morale and confidence in leadership during his tenure
- Recruitment of Women and Under-Represented Faculty: None hired, but this is due to lack of resources and availability of viable candidates.
- Private Briefing/Debriefing Space: temporary spaces have been found, but a permanent solution is needed.
- Structured Management of the Flight Training Process: The procedural issues were proactively addressed, and student progress is improving. A transition to a new scheduling software system is expected to reduce or eliminate many of the procedural inefficiencies that have hampered previous efforts to maximize the efficient use of planes and training personnel.
- Fleet Standardization: Progress has been made in addressing aircraft concerns and three additional aircraft have been purchased.

**Findings and Recommendations:** Recommendations for specific areas of need are as follows:

- Articulation of vision: The Russ College of Engineering and Technology is encouraged to develop and articulate to its stakeholders a clear vision for existing aviation-related assets. Opportunities exist for the University to better leverage marketing to highlight ongoing success stories in the program and to increase the visibility of the program for potential applicants. It is also worth noting that there is significant untapped potential to use the Aviation program and the Ohio University airport as vehicles for economic development for the Southeast Ohio region.
- Personnel: Having a single faculty member in the department is untenable. Immediate and concerted efforts to staff up this program should be a priority as it would facilitate a level of enrollment growth that could net an appreciable return on investment to the institution.
- Space Planning: Dedicated briefing/debriefing spaces are a priority, but should be considered as part of a larger space plan, which should address other issues like records storage and bathroom availability. The current student transportation system using a passenger van is inefficient and burdens staff and a more centralized solution for student transportation is recommended, possibly managed by the College/University.

- Marketing, Industry & Alumni Outreach, and Support for Students: The program is praised by students for its staff and student camaraderie but feels isolated from the main campus. To improve visibility, the report suggests better communication about the program and increased support for student organizations. Additionally, the program should leverage its good alumni reputation for recruitment and donations.

**Response from Chair Deak Arch:** Chair Arch thanked the internal reviewer and addressed points raised in the report;

- Articulation of vision: The department has been focused on internal student support but neglected external communication. To improve, the department website will be revamped to better share achievements externally, similar to peer institutions. Additionally, efforts are underway to re-engage alumni to leverage their support and enhance the department's reputation.
- Personnel: The department is struggling to recruit faculty due to competition from high-paying aviation industry jobs. A safety manager position would allow the department to pursue a more comprehensive safety program.
- Space Planning: Physical space at the airport will remain an important consideration and the college remains committed to assist in finding solutions to physical space requirements.
- Marketing, Industry & Alumni Outreach, and Support for Students: Despite past concerns, the college actively promotes the aviation program, and supports student organizations through webpages, social media, and meetings. To improve communication, the department will now use email to promote student events.

**Response from Dean Patrick Fox:** Dean Fox thanked the reviewer and responded to the concerns raised;

- Articulation of vision: The AVN program is a strength for the college and university. To address its growth, we are increasing enrollment with tiered flight instruction and new airplanes; potentially raising flight fees; exploring a master's program in AVN administration; and exploring ways to leverage the university airport for economic development.
- Personnel: We have requested additional faculty for the AVN program to support the expected future growth of enrollment and degree options, and also working to upgrade some instructor positions to faculty positions. The safety manager for the program will be discussed.
- Space Planning: Space allocated to the AVN program has improved substantially in the last 6 months and we will continue to look for opportunities for additional improvements.
- Marketing, Industry & Alumni Outreach, and Support for Students: The suggestion to strengthen messaging to better promote the department's activities to internal and external stakeholders is well taken and efforts to do this are underway.



# OHIO UNIVERSITY

**Russ College of Engineering  
and Technology**

**Department of Aviation  
751 Columbia Road  
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February 19, 2024

Dr. Yang,

I appreciate the thoroughness of the examination performed by Dr. Brown regarding the follow-up to the seven-year review conducted in December of 2020. Dr. Brown's insightful review of the program identifies areas of strengths as well as areas that need to be further developed in the program. I am pleased to have the opportunity to respond to the points identified in the report.

### Articulation of Vision

The Department has concentrated its efforts into the internal support structure for the students enrolled in the program. As this has been the ongoing focus, external articulation of vision, beyond that of industry, has been lacking. Student and Departmental achievements have been celebrated internally with minimal emphasis placed on wide reaching external announcements. Going forward, the Department's Website will need to be reworked so that announcements and accomplishments can be better distributed to entities outside of the Department. This effort will mirror the practices of other peer institutions that have aviation programs. Additionally, the Department has been slow to incorporate the support of the alumni. For many years, alumni of the program were not actively engaged, and external support floundered. This situation is being rectified by strengthening efforts to reengage with the alumni. Keeping alumni apprised of current events will promote the achievements of the program and allow for further support within the industry as well as expanding the reputation of the Department.

### Personnel

It has been challenging for the Department to recruit and fill vacant faculty positions. As noted by Dr. Brown, the Department is in direct competition with the aviation industry in recruiting qualified faculty candidates. The Federal Aviation Regulations (FARs) require instructors to have the appropriate Federal Aviation Administration (FAA) issued certificates and faculty within the Department must also hold a master's degree in aviation. All past and present faculty members within the Department have held advanced pilot certificates. As the industry is offering unprecedented compensation packages for qualified pilots, it will be increasingly difficult to recruit qualified candidates to fill faculty vacancies in the Department.

The recommendation regarding incorporating a safety manager to oversee an established safety program is a notable suggestion. Currently, the oversight of safety protocols resides under the stewardship of the Department Chair and the FAA Designated Chief Instructor of the flight program.

Designating these duties to a single individual would provide a single contact within the Department that would be responsible for directly promoting and managing safety. Having a safety manager on staff would also allow the program to pursue a Safety Management System (SMS) and foster continued development of safety related protocols by aligning the SMS with peer institutions, all while sharing safety data to further promote the identification and mitigation of safety risks. These responsibilities could be incorporated into the additional duties of a future faculty member or of an additional staff member, should additional openings become available within the Department. It should be noted that duties related to safety management are specialized within the aviation industry and collegiate aviation training environments. Individuals filling these positions must have a background in aviation safety to be a successful safety program manager.

#### Space Planning

Physical space at the airport will remain an important consideration going forward. The Russ College of Engineering and Technology has worked with the Avionics Engineering Center to allow the Department of Aviation to expand the training facilities located at the airport. The Russ College remains committed to assisting the Department in finding solutions to physical space requirements when the need arises.

#### Marketing, Industry & Alumni Outreach, and Support for Students

Several items related to marketing and promotion of the program were discussed earlier in this response. However, the “out of sight, out of mind” perception is a falsehood that was promoted by the previous administration in the Department. The Russ College continues to promote the success of the Department, faculty, staff, and students. In the last few years, the College has made a concentrated effort to foster the inclusion of aviation students in college wide events. Additionally, the Russ College openly supports the Department and is continually working to improve the aviation program for the students.

The Department remains committed to supporting student organizations. The Department has promoted student organizations by providing links to the student organizations on the Department’s Webpage, utilized social media to provide updates on student organized events, and has allowed student organizations to introduce themselves during the semester meetings for the flight majors. However, one method of communication that has not been fully utilized is using email to promote student organizations. The Department will start a collaborated effort to send out notifications, including email, about student organized events to students enrolled in the program.

The Department values the recommendations provided by Dr. Brown and the determination of the Program Committee to call for continuous improvement of programs residing at Ohio University. The Department of Aviation is committed to providing the best academic experience and appreciates the continued support of the university to meet this objective.

Respectfully,

Deak Arch  
Chair, Department of Aviation



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Russ College of Engineering  
and Technology

April 1, 2024

Ohio University  
University Curriculum Committee

Re: Dean's Response to Aviation Program Review

Dear Members of the University Curriculum Committee,

I sincerely thank Dr. Brown for conducting a thorough re-review of the Aviation (AVN) program in the Russ College of Engineering and Technology during this academic year and submitting his report dated February 14, 2024. The report provides an update to the previous AVN review conducted in December 2020 and is not a full program review. Rather, the report addresses only those issues raised in 2020 and the department's subsequent efforts to address these issues.

The 2020 report identified five areas of concern: department leadership, the recruitment of diverse faculty, lack of private space for briefings and debriefings, management of the flight training process, and standardization of the institution's fleet of aircraft. The AVN Department Chair, Deak Arch, has provided a response to the February 14, 2024, report. I am pleased to have this opportunity also to provide my views on the AVN program as part of the review process.

a. Leadership

Dr. Brown notes that, with the appointment of Mr. Arch in September 2021, the interim status of department leadership noted in the 2020 report has been rectified. I am pleased to read that there has been improvement in morale, confidence, and attention to safety issues as a result of his leadership. Mr. Arch has my full support in his role as Department Chair and we hold regular meetings on the status of the AVN program.

b. Recruitment of Women and Under-Represented Faculty

I concur that the lack of recruitment of under-represented faculty to the AVN program is not a fault of the department, and also agree that the AVN program is critically understaffed from a faculty standpoint.

c. Private Briefing/Debriefing Space

In Fall 2023, the AVN department was given significant additional space in the McFarland Building at the airport to support their operations, including 5 rooms for flight simulators, offices, and private meeting space.

d. Structured Management of the Flight Training Process

I am pleased to read that Mr. Arch has proactively addressed the procedural issues associated with flight training, including the transition to Talon software, and that the program has its highest number of flight instructors to date.

e. Fleet Standardization

I am pleased to read that the program has made progress with regard to its fleet of aircraft, including adding three Cessna 172 airplanes since 2020. I can also report that, in the last 9 months, I have worked with Mr. Arch to formulate a plan for the fleet that includes a tiered approach to flight instruction. Students entering the program will begin with the more basic teaching aircraft, such as the Cessna 172 airplanes, and then advance to more modern Cirrus SR20 airplanes later in the program, including training for the commercial flight certificate. This approach offers advantages in recruitment, retention, and cost over the previous plan of having a uniform fleet of aircraft, such as all Cessna or all Cirrus airplanes. To implement this plan, we have recently ordered six new Cirrus SR20 airplanes for the fleet.

With regard to the Findings and Recommendations of Dr. Brown's report, I am pleased to read that the program is considered viable and I agree that the program is in need of additional resources. I also can provide feedback on the recommendations in this section of the report.

Articulation of Vision

The AVN department and degree program represent a core strength of the Russ College of Engineering and Technology and a true growth opportunity for the university. As such, Mr. Arch and I have had many discussions on how to support and strengthen the program. For example, the concept of tiered flight instruction and a matching hybrid fleet of airplanes resulted from those discussions. The six new Cirrus SR20 airplanes will yield an additional enrollment capacity of about 85 students in the AVN program. I have also requested the hire of a new AVN faculty member to accommodate the expected higher enrollment. We are in the process of raising the flight fees for the program, which are lower than many of our peer programs in the state, to provide more income for program growth. I have begun discussions with Mr. Arch on the possibility of creating a master's degree program in AVN, focusing on administration and management. A new flight simulator was purchased in Fall 2023. Finally, President Gonzalez and I are interested to leverage the potential of the Ohio University Airport to increase economic development for southeast Ohio and have had discussions along those lines.

Personnel

I agree that immediate and concerted efforts to increase staff for the AVN program should be a priority. I have requested additional faculty for the AVN program to support the expected future growth of enrollment and degree options. I am also working with Mr. Arch to upgrade some instructor positions to faculty positions to improve the retention of qualified instructors in the program. Mr. Arch and I will discuss the need for a safety manager for the program.

### Space Planning

Space allocated to the AVN program has improved substantially in the last 6 months and we will continue to look for opportunities for additional improvements. Although we cannot, unfortunately, reduce the distance between main campus and the airport, we will keep attention on the current shuttle system for ferrying students back and forth.

### Marketing, Industry & Alumni Outreach, and Support for Students

I can assure the university that the success of AVN program is a top priority of the Russ College of Engineering and Technology. The suggestion to strengthen messaging to better promote the department's activities to internal and external stakeholders is well taken. Currently, the university communications program is in a process of reorganization and I no longer have a communications specialist within the college. Regardless, we are arranging for more alumni activities, such as the Joan E. Mace Memorial Aviation Alumni Reunion that will be held at the airport on April 19 and 20, 2024. I will work with Mr. Arch to increase promotion of the program and its student organizations going forward.

Sincerely,



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Patrick J. Fox, Ph.D., P.E., BC.GE, F.ASCE  
Dean, Russ College of Engineering and Technology  
Ohio University

School of Music  
Program-Review Executive Summary

Reviewed: 2023-2024

Previous Review: 2013

**Finding and Overall Assessment:** Viable.

**Degrees:**

**Undergraduate: Bachelor of Music-** Music Education (Choral), Music Education (Instrumental), Music Therapy, Composition, Piano Performance, Voice Performance, Organ Performance, Instrumental Performance, Contemporary Music and Digital Instruments, Piano Performance/Pedagogy; **Bachelor of Arts**, BA Honors Tutorial College. **Minors** – Music, Conducting, Jazz.

**Graduate – Master of Music-** History and Literature, Music Theory, Composition, Music Therapy, Music Education, Online Music Education, Performance, Performance/Pedagogy, Collaborative Piano (Vocal), Collaborative Piano (Instrumental), Conducting (Choral, Orchestral, Wind).

**Certificates-** Performance, Conducting, Music Leadership, Theory Pedagogy.

**Site-Visit Overview:** The reviewer team found the program viable.

**Commendations:** The committee commended the School of Music (SOM). The review team stated:

- The SOM program is highly regarded in the region; its greatest strength is the faculty. Their extremely high capabilities in skills, strong commitment in teaching, quality in instruction delivery, collegiality, mentoring and caring for the students, productivity, and co-creation in projects with students were repeatedly praised across all site interviews.
- The program operates well, and students are successful. The job placement rate is close to 100%.
- Faculty mentoring and support provided for probational faculty and students are a great strength of SOM.
- SOM has a detailed assessment plan. The assessment results have been used for program improvement.

**Areas of Concern:** The review team expressed the following concerns:

- The facilities, classroom technology and instructional space do not meet teaching needs for the growing enrollment.
- The SOM day-to-day resources were severely underfunded for a music school of this size. Additionally, the program faculty do not have the spending authority for scholarship/grant funding to attract the most talented students and support graduate student pursuits in professional development.
- The faculty teaching loads significantly exceed the recommended load by the National Association of School of Music and result in unsustainable day-to-day schedule.



- CoFA requires graduate students on GRS or GA contract to enroll in 18 credits per semester. This is not common for peer institutions, and far exceeds the credit hours required for full-time graduate students (9 hours) or for graduate assistants (12 hours) by OU Graduate College.
- The graduate student stipend is very low compared with other graduate programs at OU.
- Some faculty expressed concerns regarding CoFA administrative overreach in activities such as student recruitment and curriculum matters.

**Site-Visit Recommendations:** The review team had the following recommendations:

- Better communications between administrators and faculty regarding the CoFA facilities renewal plan and faculty workload are needed. Open forums and meetings will be helpful to communicate details and address concerns.
- Clarifications to faculty regarding scholarship procedure and methodology for student recruitment is also needed.
- Reduce the required credit hours per semester for graduate assistants on GA and GRS contracts so as to improve their health and wellbeing.
- Graduate assistants should receive a higher stipend.

**School of Music response to areas of concern:**

- The facilities, technology, and instructional space are inadequate. We are hopeful, however, that the new CoFA renovation project will help alleviate some of the instructional space concerns.
- We are working on targeted recruitment needs for the next audition cycle and will continue to work closely with the Dean to ensure our scholarship offers are competitive.
- The School's variation in faculty workload addresses all of our accrediting body's, NASM, suggestions. The Dean is supportive in covering overloads when necessary.
- It has been a long-standing expectation that graduate students will be registered for 18 credit hours per semester and, where possible, graduate within a year by taking a full load.
- Our graduate tuition package is competitive with our peer institutions as we have very little problems filling our graduate assistantship position.

**Response from Dean Matthew Shaftel:** Dean Shaftel also thanked the reviewers for their work and highlighted three points;

- Faculty and Staff: The college is addressing faculty workload concerns by improving transparency, compensating for voluntary overload, and hiring additional staff (including pianists) to meet instructional needs. Faculty surveys show positive feedback on these efforts.
- Scholarships, admissions, and student balance: The department reviewed scholarships, enrollment targets, and recruiting priorities with faculty. Everyone agreed to focus marketing and scholarships on areas needing growth, while limiting them in full programs. Faculty input on admissions and scholarships is now clear and aligned.
- Facilities: Our current facilities have limitations, but a 2017 study showed the building is structurally sound. Thanks to a new plan, we secured \$94 million for a new arts building and renovations, showcasing the university's commitment to the arts.

Dear Review Team for the School of Music,

Many grateful thanks for a thorough and helpful review of the School of Music and its degree programs. We are pleased to note that the review was fundamentally positive and that our robust shared-governance committees have already undertaken the few challenges outlined in the report. This is outlined in the comments below. Our extremely talented school director, Dr. Talbert, has written a detailed plan and response to the review, which I believe outlines the steps to be taken as well as the excitement we feel about the way that the School of Music has addressed the challenges of the arts in higher education over the past few years. In an era of program shrinkage and elimination, our School continues to grow and adapt to the needs of today's students—a point about which we are quite proud. Ultimately, we agree with our reviewers that the extraordinary work of our faculty and staff are the driving force for this success.

To highlight three key points below:

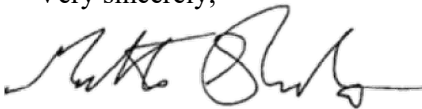
- **Faculty and Staff:** We couldn't agree more that our faculty and staff are our greatest asset and, while we are constantly trying to balance curricular needs with budget limitations, we have taken active steps with our shared-governance committees to make workload assignments more transparent and to ensure that faculty are compensated when overloads are taken on voluntarily. We continue to advocate for hiring in critical areas and have also engaged a number of incredible part-time faculty and staff to support areas that have grown beyond our current instructional capacity. In particular, we have new full and part-time staff pianists and graduate/undergraduate hourly workers to support our accompanying needs. Faculty surveys support that they feel we are moving the right direction in this area.
- **Scholarships, admissions, and student balance:** We have reviewed our scholarship strategy, target enrollment numbers, and the priority recruiting areas with both a faculty leadership group in music and the entire faculty. The current plan to curb scholarships in areas that are currently at capacity and to grow marketing and scholarships in areas that need to build has been universally approved. The value of faculty input into both scholarship awarding and admissions has been clarified and we are fully on the same page in that respect!
- **Facilities:** It is clear that our current facilities have significant limitations in terms of large-ensemble rehearsal space, HVAC, and sound isolation. As determined in the 2017 HGA study, the building has strong-enough structures to support most functions, even though we will need to continue to invest with the hope of an eventual replacement. Thankfully, a draft facilities concept created by Eastman Perkins last year allowed us to secure \$94M and approval to move forward with an ambitious new building and renovations to existing buildings on what will soon be the "Arts and Education" green. The investment is significant and a sign of the value the university places on the arts.

The facilities plan allows us to move into the state-of-the-art facilities that our students and faculty deserve and manages the limited budget while encouraging critical collaboration across disciplines by sharing spaces where possible. With new music or shared spaces for large-ensemble practice, recitals, and large-ensemble performance as well as potential investments in technology, computer labs, and significant storage that could allow us to vacate some key spaces in Glidden, we are looking forward to a meaningful new facilities future for the School of Music. We have hired a new architectural firm: HGA/AECOM to complete the program and do final designs this year. In a process that has been outlined through shared-governance processes, we have 9 different faculty task forces with nearly 50 faculty involved in making decisions about how we will thoughtfully arrange our spaces while holding to the square-footage and budget limitations of the approved concept. We have also hired acoustic consultants to help guide the design process, which they assure us will allow us to meet the future needs of our performance groups. With hours of cross-disciplinary discussion under our belts already, and many more decisions ahead, the comfort level with the project is significantly higher than it was during the time of the report and the nature of collaboration between COFA schools is truly changing in a way that will serve future students well.

- Graduate students: As stated by Director Talbert, our state funding model supports the credit-hour requirements for grad students on a stipend, but we monitor student well-being and workload very closely. We are also experimenting with a couple of “fellowship-level” graduate stipends to support the yield and support efforts in this area.

To reiterate, I am so thankful for this thoughtful review and appreciative that it has already provided guidance as we continue to build a sustainably excellent portfolio of music programs for our students,

Very sincerely,



Matthew Shaftel  
Dean, College of Fine Arts



February 2024

This a summary of the Graduate Council - Program Review Committee's review of the UCC review and related materials from the School of Music.

The School of Music is deemed viable from the materials provided. We would like to emphasize the following points:

- The reviews provided highlight that the school of music is strongly positioned - The school is in-line with university strategy as it emphasizes experiential learning, and it has positive job placement outcomes.
- Faculty esprit de corps stands out as a positive but staffing issues must be addressed to ensure viability in the future.
- We think it important to continue to look at GA stipends - particularly compared to peer institutions. The development of "fellowship-level" graduate stipends is a positive first step.
- The reasoning for requiring graduate students to enroll in 18 hours should be re-addressed. There should be more reason for this on top of tradition.
  - Even if this is required, there should be a analysis of what can add the most value for credits added to fill this requirement

Please do not hesitate to contact me or the other committee members, David Brown or Vladimir Marchenkov, if you have any questions about this review.

Sincerely,

Gabe Giordano  
Chair, Program Review Committee - University Graduate Council

School of Theater  
Program-Review Executive Summary

Reviewed: 2023-2024

Previous Review: 2015-2016

**Finding and Overall Assessment:** Viable.

**Degrees:** Bachelor of Arts in Theater, Bachelor of Fine Arts Degree Programs (Bachelor of Fine Arts in Performance, Bachelor of Fine Arts in Stage Management, Bachelor of Fine Arts in Design & Technology, Bachelor of Fine Arts in Playwriting); Master of Fine Arts Degree Programs (Master of Fine Arts in Directing, Master of Fine Arts in Acting, Master of Fine Arts in Production Design), Master of Arts in Theater; Master of Arts Administration; Master of Education in Theater.

**Site-Visit Overview:** The internal reviewers were Robert Williams, Department of Mechanical Engineering and Becky Munhall, Division of Hearing, Speech and Language Sciences. The external reviewer was Trent Blanton, ECU School of Theater and Dance. The review took place October 26 and 27, 2023. The reviewers found the program viable.

**Commendations:** The committee commended the dedication of the faculty and their passion. The School of Theater has a strong national reputation training future professionals. This is due to the diligent members of the faculty and staff.

**Site-Visit Areas of Concern:** The committee expressed the following concerns:

- Students reported concerns with not knowing the safety requirements.
- Graduate MFA students are not paid sufficiently (no increase in 20 years).
- High level of faculty turnover and danger of burnout from too many duties per person.
- Faculty and staff feeling that the production values have declined over the past years. This impacts difficulty in recruiting quality students for the study of Design and Production nationwide.
- The Costume Design and Construction faculty and staff have experienced turnover in recent years.
- Lost tenure-track lines in Theater due to Voluntary Separation
- Difficulty in finding ways to ease the workloads of faculty with short term “patch” solutions.

**Site-Visit Recommendations:** The committee had the following recommendations:

- Hire additional faculty. In addition, a master Electrician should be hired for safety.
- Try to limit admission to the Musical Theatre program to optimal numbers.
- Continue to identify and articulate what makes the School of Theater programs unique.
- Hire a part-time financial/budget administrator to oversee the financial workings of the school.
- Create an independent Board of Directors for Tantrum Theater made up of theater professionals and clearly define the organizational flow of decision making (autonomy), reporting, requirements, etc.
- Reexamine use of the Playspace facility.

- Set up orientation in the fall for incoming graduate students that focuses on graduate resources and teaching assistantship.
- Relieve the production burden of the musicals from being exclusively by Tantrum.
- Increase budgets for theater productions.
- Provide students with access to emerging technologies and programs impacting the future of theater production.
- Integrate the Film & Television programs more and continue to find collaborations with other entities at the school like the Healthcare Theater programs.
- Reserve Kantner as a space for the School of Theater.

**Response from Director of Theater Merri Biechler:** Director Biechler thanked the reviewers for their work, and addressed their concerns and recommendations;

- Safety is the School's top priority and requests for updates and additional staff have been made.
- The program would like to consider an additional Assistant/Associate Professor of Instruction. More faculty would be needed to explore recommended collaborations.
- The School has an opportunity to clarify Tantrum's mission and goals with its new leadership now in place and would look to establish an advisory board. It will also clarify the working relationship.
- Guidelines for PlaySpace will be put in place.
- Graduate students do receive orientation from the university and the program.
- The Patton Center for Arts Education is a once in a lifetime opportunity for the College. Theater faculty are engaged at every level, and eager to begin work with the new architects to continue advocating for facilities that best meet the needs of our current and future theater students.

**Response from Dean Matthew Shaftel:** Dean Shaftel also thanked the reviewers for their work and noted that some changes are already currently underway.

- Faculty and Staff: The college is currently hiring a new Production Manager, and we have placed a Master Electrician position on our hiring plan for next year. It's also planned for growth in the musical theater area with a plan to include musical theater expertise in future faculty searches in voice and dance as lines become available.
- Facilities: The college secured \$94M and approval to move forward with an ambitious new building and renovations to existing buildings on what will soon be the "Arts and Education" green. The investment is significant and a sign of the value the university places on the arts.
- Tantrum Theater: The professional theater is an important part of the accreditation process and gives students critical professional experience. A community advisory board for Tantrum will help to maintain independence, as well as clarity about the need for Tantrum to generate both earned and contributed revenue. The theater has recently hired a new executive producer.
- New programs, student enrollments, and graduate students: The focus now is on balancing our current programming through limiting the size of our incoming performance classes and marketing/intense recruiting around our production and design areas. Early signs are that our marketing and recruiting is working to generate both undergraduate and graduate interest in our production/design areas and we will experiment with a couple of "fellowship-level" graduate stipends to support the yield efforts in this area.

Dear Professors Williams and Munhall,

Many grateful thanks for a thorough and helpful external review of the School of Theater and its degree programs. We are also appreciative of your bringing in Professor Blanton, who was both thoughtful and gracious in his time here. We are also pleased to note that we are well on our way to several changes based on the suggestions in the support. Fundamentally, we are all in agreement that the Theater program has “a strong national reputation” and is “doing amazing things” due to the “passionate” and “diligent members of the faculty and staff.”

To highlight positive changes below:

- Faculty and Staff: We couldn't agree more that our faculty and staff are our greatest asset and, while we are constantly trying to balance the cost of instruction per theater major with budget limitations, we must continue to invest in order to grow. We are currently hiring a new Production Manager and have placed a Master Electrician position on our hiring plan for next year. We have also planned for growth in the musical theater area with a plan to include musical theater expertise in future faculty searches in voice and dance as lines become available. This will allow us to continue to maintain our absolute commitment to safety, while continuing to support growth.
- Facilities: As stated by the reviewers—perhaps tongue in cheek—our faculty and staff are literally “treading water.” With decades of deferred maintenance, systems that cannot be updated, space that cannot be renovated to meet theater's needs, and regular flooding, our primary theater building is failing. As determined in the 2017 HGA study, the building is on its final stretch and soon will not meet basic student needs, much less the larger programmatic needs dictated by the quality and growth of the program. A draft concept created by Eastman Perkins last year allowed us to secure \$94M and approval to move forward with an ambitious new building and renovations to existing buildings on what will soon be the “Arts and Education” green. The investment is significant and a sign of the value the university places on the arts.

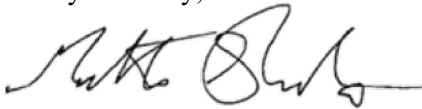
The facilities plan allows us to move into the state-of-the-art facilities that our students and faculty deserve and manages the limited budget while encouraging critical collaboration across disciplines by sharing spaces where possible. This is a big change for a program that has remained essentially siloed for half a century. We have hired a new architectural firm: HGA/AECOM to complete the program and do final designs this year. In a process that has been outlined through shared-governance processes, we have 9 different faculty task forces with nearly 50 faculty involved in making decisions about how we will thoughtfully arrange our spaces while holding to the square-footage and budget limitations of the approved concept. With thoughtful support of the theater faculty, we have also hired theater consultants Schuler-Shook to help guide the design process, which they assure us will allow us to meet the future

needs of the School of Theater. With hours of cross-disciplinary discussion under our belts already, and many more decisions ahead, the comfort level with the project is significantly higher than it was during the time of the report and the nature of collaboration between COFA schools is truly changing in a way that will serve future students well.

- **Tantrum Theater:** Our professional theater is an important part of our accreditation process and gives our students critical professional experience. As we have shifted Tantrum operations to Athens from Dublin, there have been growing pains as we attempt to clarify the mission of the professional theater as it both relates and differs from the work of the School of Theater. A strong degree of independence is necessary for Tantrum to truly act as a professional theater, and yet the interdependence on department faculty and students is critical. I agree that a community advisory board for Tantrum will help to maintain independence, as will clarity about the need for Tantrum to generate both earned and contributed revenue. Because greater attendance is essential to Tantrum's need to generate revenue, it is critical that musical theater is maintained as part of the yearly repertoire. We will continue to think about where intersections between curriculum and professional programming can provide us budget advantages, while maintaining independence. Having recently hired a new executive producer, we believe that we have the personnel in place to strike this balance. way that will serve future students well.
- **New programs, student enrollments, and graduate students:** As stated by our highly capable and thoughtful director of the School of Theater, we do not currently have faculty, staff, or space capabilities for new programming that would bring in additional students in the performance or playwriting areas. There is future potential in the dramatic-writing area in collaboration with the school of film, but our focus now is on balancing our current programming through limiting the size of our incoming performance classes and marketing/intense recruiting around our production and design areas. Early signs are that our marketing and recruiting is working to generate both undergraduate and graduate interest in our production/design areas and we will experiment with a couple of "fellowship-level" graduate stipends to support the yield efforts in this area.

To reiterate, I am so thankful for this thoughtful review and appreciative that it has already provided guidance as we continue to build a sustainably excellent portfolio of theater-related programs for our students,

Very sincerely,



Matthew Shaftel  
Dean, College of Fine Arts





February 2024

This is a summary of the Graduate Council - Program Review Committee's review of the UCC review and related materials from the School of Theater.

The School of Theater is deemed viable from the materials provided. We would like to emphasize the following points:

- The school has positioned itself well with the new Musical Theatre program. However staffing issues must be addressed for continued success of programs like this.
- We encourage leadership to look at the review committee's concerns about stipend levels for graduate students.
- Leadership and other stakeholders need to be aligned about the interim facility strategy for minimizing safety and health risks.

Please do not hesitate to contact me or the other committee members, David Brown or Vladimir Marchenkov, if you have any questions about this review.

Sincerely,

Gabe Giordano  
Chair, Program Review Committee - University Graduate Council

Law Enforcement Technology  
Program-Review Executive Summary

Reviewed: 2023-2024

Previous Review: 2015-2016

**Finding and Overall Assessment:** Jeopardy but with all the capacity of being viable.

**Degrees:** Associate of Applied Science degree in Law Enforcement Technology (A.A.S. Law Enforcement Technology).

**Site-Visit Overview:** The internal reviewers were Matthew D. Talbert, Director School of Music and Greg-Victor Obi, Associate Professor of Management, College of Business. The external reviewer was Patrick Oliver, Associate Professor of Criminal Justice, Cedarville University. The review took place November 16, 2023. The reviewers found the program to be in jeopardy but has all the capacity of being viable.

**Commendations:** The committee commended the dedication of the faculty, and the ability of the program to job place graduates.

**Site-Visit Areas of Concern:** The committee expressed the following concerns:

- Course choices are limited.
- Eliminated adjunct positions which have led to faculty members facing unsustainable workload.
- The program is losing potential students to programs that more easily accept industrial credit/transfer credits.
- Lack of existing interdisciplinary collaborations.
- One OHIO realignment has redirected resources from Regional Campuses.
- Lack of marketing/narrow scope of marketing the LET program and recruitment challenges.

**Site-Visit Recommendations:** The committee had the following recommendations:

- Continuing the communication between administrators and stakeholders regarding the program's future (vision and sustainability) is essential.
- Explore the possibilities of rehiring adjuncts to alleviate some of the workload concerns.
- Explore feasibility of a seamless transfer credit process for those with industry experience.
- Streamline program recruitment through collaborations to build sustainability.
- Create certificate options (Corrections, Law Enforcement Studies) that would expand the number of interdisciplinary collaborations within the university.
- Create a law enforcement advisory group to provide input and feedback to the program.

**Response from LET Program Coordinator James R. McKean:** Dr. McKean thanked the reviewers for their work, concurring with their conclusions. To address their concerns and recommendations:

- The program will explore broadening course offerings and modalities to attract in-career practitioners and to accommodate the unique demands of the public safety industry.
- Adjunct faculty members with practical experience are currently employed when necessary to meet instructional demands and complement full-time faculty.
- Although the One OHIO alignment continues to challenge institutional resource allocations, the relocation of the LET program to University College provided the administrative context and support necessary to sustain and broaden the program's viability.
- University policy is being reviewed to address transfer policies.
- This program review presents an opportunity to reconceptualize the advisory group structure, aiming to more effectively meet the needs for both traditional and non-traditional students. The faculty expects to adopt a revised structure during the annual spring assessment of student learning outcomes meeting scheduled for May 2024.

**Response from Dean David Nguyen:** Dean Nguyen also thanked the reviewers for their work. He noted that;

- Industry-backed credentials unlock a new market for Ohio University and students can supercharge their academic experience by knowing that their previous professional work can count towards their LET degree.
- Another area of optimism is the continued collaborations between the program and other areas. Faculty are actively exploring how some of their courses may fit into the BRICKS general education program at Ohio University.
- The faculty have full teaching loads consistent with their contracts and have considerable professional experience that make them exemplary instructors to connect practice and theory together. Instructional faculty typically do not need to complete scholarly/creative activity or service activities as part of their responsibilities without appropriate forms of compensation.
- The program should explore more seamless transfer transition in addition to the several articulation agreements in place.
- Accelerated bachelor's programs are valuable for credentialed professionals seeking career advancement and the program can be a springboard for students into Criminal Justice or Forensic Studies degrees. Marketing these programs can benefit those seeking to advance their careers.



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January 29, 2024

Dr. Lijing Yang  
Chair, UCC Program Committee  
University Curriculum Council (UCC)

RE: UCC External Review, Law Enforcement Technology Program

Dear Lijing,

Thank you for the opportunity to respond to the UCC Program Review Report of the Law Enforcement Technology (LET) Program. We especially appreciate the hard work and insightful review provided by Dr. Matthew D. Talbert, Dr. C. Greg-Victor Obi, and Dr. Patrick Oliver (external reviewer).

### *Executive Summary*

On behalf of the LET faculty, we concur with the primary conclusion drawn by the external reviewers, as delineated in both the self-study and during the site visit, that the LET Program possesses the potential for viability, contingent upon receiving customized, purpose-driven institutional support. More precisely our belief substantiates the program's current state of viability, given the implementation of the reviewers' recommendations as outlined in their report is either already underway or in the active planning stage. To further support our belief, we will provide specific examples that highlight this ongoing support and its impact on the program's efficacy and viability in the remaining portions of our response. Lastly, our program viability is driven from the synergy between our associate degree majors and course enrollments based on collaborations with the Forensic Chemistry and Bachelor of Criminal Justice programs as well as opportunity analysis of the program for future growth<sup>1</sup>.

### *Concerns and Recommendations*

The UCC review team highlighted six recommendations and nine areas of concern with the first concern being limited course choices. This constraint, likely perceived by students and faculty as a reduction in elective options or preferred instructional modalities, is understandable in the context of the COVID-19 Pandemic's impact on higher education, reflecting economic factors beyond the program's control. As noted in the report, the LET program's seamless academic design that allows the ability to concurrently pursue an associate degree and then an accelerated bachelor's degree is attractive to prospective students. Additional enrollments, offer the potential to broaden both course offerings and delivery modalities. Ongoing dialogue with RHE scheduling administrators are focused on aligning instructional modalities more effectively with specific course content during this growth period. As evidenced by the course enrollments detailed for the academic year in this program review, asynchronous online delivery modalities remain the preferred student option for course delivery by with the exception of those involving corresponding labs (see Appendix). Opportunity analysis indicates the evolving market of in-career practitioners necessitates the flexibility of

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<sup>1</sup> *Prioritizing Academic Programs and Services: Reallocating Resources to Achieve Strategic Balance*, Robert C. Dickeson, 2010. John Wiley & Sons, Inc.

asynchronous delivery. This is to accommodate the unique demands of the public safety industry, which operates on a non-traditional 24-hour a day, seven days a week schedule. Synchronous modalities might address the instructional requirements of scheduling administrators for traditional students situated across five regional campuses with low enrollments. Yet, historical course data indicates that even traditional students demonstrate a higher preference for asynchronous modalities. Without an adverse impact on non-traditional students.

Similarly, the concerns regarding the reduction of adjunct positions and the perceived unsustainability of faculty workload may require clarification. The LET program comprises three full-time faculty members: one tenured associate professor with a full-time equivalent (FTE) of 1.0, and two non-tenured, full-time instructional faculty members, each with an FTE of 0.80. All of the LET faculty possess practical, real-world experiences such as executive positions with municipal police, Ohio State Highway Patrol, and the Ohio Fire Marshall's crime laboratory. According to our workload policy, tenured faculty are expected to teach four courses per semester, while instructional faculty are assigned five courses. As indicated in the fall and spring course offerings of this academic year (Appendix), adjunct faculty (Ms. Tamela Dixon, LET 2600 Multicultural Policing), are employed as necessary to fulfill the requirements of the LET academic plan. Additionally, it is worth noting the program's tenured faculty member was granted a faculty fellowship leave for research in the current spring term.

The remaining concerns identified by the reviewers can be aggregated as the intersection of student concerns with academic credit for industry credentials, shifting student market toward online modality preferences driven by a growing practitioner market, and redirected regional campus resources. Although the OneOhio alignment continues to challenge institutional resource allocations, the relocation of the LET program to University College, Applied Sciences and Professions Department provided the administrative context and support necessary to sustain and broaden the program's viability as recommended by the reviewers. Under the leadership of University College Dean David Nguyen, a university wide workgroup was formed to reconsider the university's academic credit policies for industry credentials and work experiences. A draft revision of the university's policies was recently forwarded to the Educational Policy and Student Affairs (EPSA) committee for consideration as the beginning of the policy revision process. This comprehensive university policy revision would impact student success in programs across the university but also address the primary concern used by the review team in determining the LET program "...currently in jeopardy primarily because there is a mismatch between program entry requirements and the unique characteristics of the possible target recruits for the program." LET program faculty remain confident with the implementation of these initiatives currently underway, a follow-up review in a three-year timeline would yield a different outcome.

#### *Status Updates on Program Review Recommendations*

In their report, the LET Program Review Team outlined six pivotal recommendations, each at different stages of implementation at the time of their assessment. Foremost among these recommendations is the ongoing dialogue between administrators and stakeholders, emphasizing the integral role the LET program plays within the university community:

##### RECOMMENDATION 1:

*Continuing the communication between administrators and stakeholders regarding the program's future (vision and sustainability is essential). The faculty members champion the LET program, and both current students and alumni appear to benefit from the instruction. There is a notable unease concerning the program's future. Interviewees suggested the university look more holistically at the benefit of the program and the contributions to the vision/mission of the university, rather than solely examining the number of majors.*

The OneOhio alignment of the program to University College provides the pathway to continue to meet or exceed this recommendation in the immediate future. Additionally, strategic plans to increase collaboration with others based on emerging evidence-based research provides additional opportunities for long-term program development and improvement. Considering the ongoing nature of this recommendation, the strategic essence of these planned initiatives would ideally necessitate a three-year timeline to achieve full implementation.

RECOMMENDATION 2:

*Explore the possibilities of rehiring adjuncts to alleviate some of the workload concerns addressed by the full-time faculty. This would also allow current, real-world experiences to be brought to students.*

As highlighted elsewhere in this report and the Appendix, adjunct faculty members with practical experiences are currently employed when necessary to meet instructional demands and complement fulltime faculty. Additionally, each fulltime faculty member possesses prior practical experiences at executive levels.

RECOMMENDATION 3:

*Begin exploring how feasible/likely it is to allow for a more seamless transfer credit process for those with industry experience.*

Although this recommendation requires a high level of institutional and faculty support, I am pleased to report Dean Nguyen's Prior Learning Assessment workgroup submitted a draft policy to the EPSA committee for consideration January 31, 2024 that would enable the LET program to begin implementing academic credit for industry credentials as recommended.

RECOMMENDATION 4:

*Reimagine the recruitment and marketing of the program. Engage with local schools, foster new partnerships, and create a model of collaboration that is sustainable for the future.*

The draft policy from the Prior Learning Assessment workgroup, aimed at expanding Ohio University's policy on academic credit for industry credentials, is intricately connected to the marketing aspects of this recommendation. As previously reported, this recommendation is in progress and poised to furnish the essential tools required to address the market shift that is contributing to the recent decrease in student enrollments.

RECOMMENDATION 5:

*Create certificate options (Corrections, Law Enforcement Studies) that would expand the number of interdisciplinary collaborations within the university.*

The recommendation for interdisciplinary certificates and collaborations within the university community constitutes a fundamental aspect of the LET Program's Strategic Plan and is a key element in our opportunity analysis for future growth. Although the expansion of this recommendation beyond our existing certificates is currently in the planning stages, we are optimistic that communication within the university to develop interdisciplinary curricula on emerging market needs, such as de-escalation techniques, will generate interest from disciplines such as communications, social work, or others guided by emerging evidence based research.

RECOMMENDATION 6:

*Create a law enforcement advisory group to provide input and feedback on both the quality and scope of the LET Program as it considers future enhancements. This group could meet once each semester in person or virtually.*

Since the onset and mitigation of the COVID-19 pandemic and the realignment of the LET program to University College, the advisory groups convened intermittently. Before the OneOhio realignment, each campus offering the LET program had its own advisory group. The LET Program faculty agree with the reviewers that this program review presents an opportunity to reconceptualize the advisory group structure, aiming to more effectively meet the needs for both traditional and non-traditional students. The faculty expect to adopt a revised structure during the annual spring assessment of student learning outcomes meeting scheduled for May 2024.

In closing, I would again like to reiterate our gratitude to the review team for their comprehensive analysis. We are eager to begin or continue progress toward the implementation of these recommendations and address their highlighted concerns with the goal to enhance the educational experiences of our students.

Sincerely,

A handwritten signature in cursive script that reads "James McKean".

James R. McKean, Ph.D.  
Assoc. Professor and LET Program Coordinator  
Applied Sciences and Professions Department  
University College

## Law Enforcement Technology Review Response

March 5, 2024

From: David J. Nguyen, Dean of University College

Dear Dr. Yang,

Thank you to the external and internal reviewers for taking the time to conduct the review for the Law Enforcement Technology (LET) program. I appreciate the time they spent speaking with the LET faculty and students. I offer some thoughts and contexts associated with recommendations shared by the reviewers and program coordinator, Dr. Jim McKean.

In thinking about the curriculum, I concur with Dr. McKean's assessment that the role of industry-backed credentials unlocks a new market for Ohio University. In thinking about the role of Credit for Prior Learning/Prior Learning Assessment, many other institutions already recognize certain industry credentials and appropriately award credit to students. A specific example of opportunity is Ohio University-Chillicothe's partnership with the Pickaway-Ross Career Center to offer Basic Peace Officer Training. With recently passed Faculty Senate resolution to begin allowing these kinds of certifications to be recognized as college-level learning towards degrees, a whole new market opens for Ohio University. As Dr. McKean notes, there has been a shift in the kinds of students, who traditionally enrolled in LET-type programs. At present, we see more currently employed law enforcement personnel pursuing postsecondary education in law enforcement fields. By recognizing industry credentials, students can supercharge their academic experience by knowing that their previous professional work can count towards their LET degree.

Another area of optimism is the continued collaborations between the LET program and other areas like Forensic Studies and Criminal Justice. A substantial number of students complete both of these degree programs each year and there may be ways for the LET program faculty to encourage students in those courses to take LET electives should they meet their interest. In responding to the areas of concern. First, course choices may be limited but the faculty are actively exploring how some of their courses may fit into the BRICKS general education program at Ohio University. Doing so would increase exposure to these topics, students, and potential majors in the area.

Second, with respect to adjunct faculty, the faculty have full teaching loads, which are consistent with their contracts, and have considerable professional experience that make them exemplary instructors to connect practice and theory together. I would agree that some courses may be more popular than others, but I do believe the program coordinator works with the program faculty to identify balance in their teaching loads. Instructional faculty typically do not need to complete scholarly/creative activity or service activities as part of their responsibilities without appropriate forms of compensation.



Third, I would agree that we should explore more seamless transfer transition. The LET program already has several articulation agreements in place, so students know what credits would transfer to Ohio University. With the aforementioned Faculty Senate resolution about industry-backed credentials, there are more opportunities to think about how to onboard these kinds of students and bring them into the Ohio University ecosystem.

Fourth, while the market for these kinds of programs may prove challenging. There is a market for people for credentialed personnel seeking career advancement. The LET program can serve as a springboard into postsecondary education at the associate's level and with appropriate advising we can integrate these students into our existing relationships with Criminal Justice and Forensic Studies. There is a significant value proposition in marketing these kinds of 2+2 or accelerated bachelor's degree programs to people seeking to further their education and careers.

In thinking about the changes and commitment from the faculty, I am excited about what comes next with the LET program and look forward to supporting them on their next steps.

Sincerely,  
David J. Nguyen, Ph.D.  
Dean, University College

Department of Military Science (aka Army ROTC)  
Program-Review Executive Summary

Reviewed: 2023-2024

Previous Review: 2016

**Finding and Overall Assessment:** Viable.

**Degrees:** This program has no terminal degrees; however, upon completion of the Military Science curriculum, graduates earn a Presidential commission as a 2nd Lieutenant in the Active Duty (AD) Army, the United States Army Reserves (USAR), or the Ohio Army National Guard (OHARNG). Students who complete the ROTC program also earn a Minor in Military Science.

**Site-Visit Overview:** The internal reviewers were Harsha Chenji, Associate Professor of Computer Science, and Elizabeth Godke Koonce, Associate Professor of Instruction in English. The external reviewer was LTC Michael R. Kelvington, Professor of Military Science, Ohio State University. The review took place January 22, 2024. The reviewers found the program viable.

**Commendations:** The committee had the following commendations:

- The curriculum is designed to ensure cadets meet both academic and military competencies and the program employs a rigorous assessment mechanism to measure and improve learning outcomes, ensuring that students achieve the intended educational goals.
- Well-qualified faculty members, with a mix of academic credentials and military experience, contributing to a rich learning environment for students.
- The department provides comprehensive support services, including counseling, advising, and extracurricular activities, enhancing the overall student experience.
- High graduation and commissioning rates, and adequate facilities and resources.
- Commitment to excellence and responsiveness to feedback.
- The program provides a combined dormitory and scholastic experience which enhances student performance and success.

**Site-Visit Recommendations:** The committee recommended to petition the OU Bursar's office to support students with high number of credit hours be alleviated of having to pay extra fees to take more than 20 credit hours, specifically because it is usually the enrollment in the Army ROTC program that puts them 1-2 credit hours over the limit. Cadets should not be charged extra to take minor courses in order to fulfill their academic requirements to commission and serve in the military.

**Response from Major Troy Lovely:** Dr. Lovely thanked the reviewers for their work. He concurred with the recommendation regarding the waiver of fees for ROTC Cadets exceeding the 20- credit hour limit. He noted that by September of 2024, the program will be at 2 of 3 authorized for Enlisted personnel, and 98% total strength for required Military Personnel at Ohio University.

**Response from Dean David Nguyen:** Dean Nguyen also thanked the reviewers for their work and concurred with their assessment. He commended the Program Faculty for their work which results in a program that produces cadets who are the best or among the best in the country. He will be reaching out to the Registrar's Office to explore ways to reduce financial burdens on a cadet needing to exceed 20 hours per semester due to their involvement with this program.



DEPARTMENT OF THE ARMY  
ARMY ROTC, OHIO UNIVERSITY  
184 BROMLEY HALL  
ATHENS, OH 45701

ATCC-GGZ

08 February 2024

MEMORANDUM FOR University Curriculum Committee

SUBJECT: Response to program review

1. I want to thank Professor Elizabeth Koonce, Professor Harsha Chenji, and Lieutenant Colonel Michael Kelvington for their careful examination of our department. This process provides a valuable perspective to ensure the continuation of a high-quality leader development and academic program and I appreciate the opportunity to respond to the recommendations. The following provides an update as well as future actions regarding this valuable program.
2. I concur with the recommendation regarding the waiver of fees for ROTC Cadets exceeding the 20-credit hour limit. I will work closely with UC and the Bursar's office to propose an exception for the ROTC Cadets that are enrolled in the Advanced Course. This will ensure Cadets aren't incurring additional costs in order to fulfill their academic requirements as they prepare to commission and serve in the military.
3. Since the program review, we have had 2 x Non-Commissioned Officers (NCOs) receive assignment orders to serve at Ohio University. By September of 2024, we will be at 2 of 3 authorized for our Enlisted personnel, and 98% total strength for required Military Personnel at Ohio University.
4. I appreciate the time and thorough feedback provided by the reviewers. This affords us the opportunity to ensure that Military Science continues to be a viable program that provides a first-class experience for our Cadets. Please feel free to direct any questions to the undersigned at [troy.a.lovely.mil@army.mil](mailto:troy.a.lovely.mil@army.mil) or (740) 597-1313.

TROY A. LOVELY  
LTC, MI  
Professor of Military Science

## Military Science Program Review Response

March 5, 2024

From: David J. Nguyen, Dean of University College

Dear Dr. Yang,

Thank you to the external and internal reviewers for taking the time to review Military Science Minor. I appreciate that the committee noted this program as “exemplary” and concur with its viability.

The Military Science program prepares students for a career with United States Military. The Program Faculty actively support their cadets in the development of proficiency across a wide range of areas, such as teamwork, leadership, and physical fitness.

I am pleased to see the continued success of the Military Science program meeting its commissioning targets. I firmly believe that the Program and the College have a strong bond that’s committed to student success. I also wanted to commend our Program Faculty for working with designing specific incentives for cadets to earn monies towards their college education while also supporting the overall increase in Grade Point Average (GPA). Each year, this program produces cadets who are the best or among the best in the country.

In the one recommendation suggested, LTC Lovely and I will reach out to the Registrar’s Office to explore ways to reduce financial burdens on a cadet needing to exceed 20 hours per semester due to their involvement with this program. Thank you for your review.

Sincerely,  
David J. Nguyen, Ph.D.  
Dean, University College

Technical and Applied Studies (BTAS)  
Program-Review Executive Summary

Reviewed: 2023-2024

Previous Review: 2019-2020

**Finding and Overall Assessment:** Viable.

**Degrees:** Bachelor in Technical and Applied Sciences.

**Site-Visit Overview:** The internal reviewers were Lauren McMills, Associate Professor & Undergraduate Chair, Chemistry and Justin Daering, Director, School of Film Assistant Professor of Instruction. The review took place January 23, 2024. The reviewers found the program viable.

**Commendations:** The committee noted that most concerns from the previous review were addressed, and they stated the following commendations:

- Staffing increases and an updated curriculum.
- New marketing materials have been created, and resources have been allotted to raise awareness of the program.
- Increased enrollments.

**Site-Visit Areas of Concern:** The committee expressed the following concerns:

- The name of the degree presents a moderate obstacle as it is counter-intuitive to the content of the program.
- Assessment practices and procedures still need to be improved and implemented.

**Site-Visit Recommendations:** The committee had the following recommendations:

- Increased communication and clarity between program coordinator and dean to resolve remaining concerns regarding program budgets, and regarding faculty and marketing team interactions.
- Consider offering summer courses.

**Response from Program Director Donna L. Burgraff:** Director Burgraff thanked the reviewers for their work and stated that they found the review highly positive. Dr. Burgraff stated they will add the concerns raised to the faculty meeting agenda. They will ask the dean to add them to the program coordinators/dean meeting agenda and prioritize them, as well as commit to addressing them with the program.

**Response from Dean David Nguyen:** Dean Nguyen thanked the reviewers for their work and noted that some changes are already currently underway. He noted that the program has made significant progress since the initial review in 2019. The faculty addressed workload concerns and made courses

more appealing to general education students. They also collaborated with Success Advisors to improve student support. The dean will work with the program to develop a plan for assessment, and with faculty about the new name and possible summer course offerings.

## MEMORANDUM

**To:** Dr. Lijing Yang, Program Review Committee Chair

**From:** Dr. Donna L. Burgraff, Associate Professor, Program Director

**Date:** February 9, 2024

**Re:** BTAS Faculty Response to Program Review 2024

The faculty of the Bachelor of Technical and Applied Studies (BTAS) major concur with the findings of the 2023-2024 Program Review. We appreciate the hard work of the reviewers Lauren McMills and Justin Daering.

We found the overall review highly positive. We commit to working more closely with the Dean of University College on the areas of concern identified:

- Assessment
- Communication
- Budgeting
- Marketing
- Name Change

To start we will add these items to the faculty meetings agenda, ask the department chair to add these items to the dean/chair meeting agenda, and ask the dean to add these items to the program coordinators/dean agenda.

We request that the dean also make these items a priority and commit to addressing them with us.

Each May, the program coordinator will write a report to the faculty and dean outlining what progress has been made in each of these areas.

We are well pleased that our degree was so well received and highly thought of.

CC: Dr. David Nguyen, Dean of University College  
Dr. Jim Smith, Associate Professor in University College  
Prof. Allison White, Associate Professor in University College



## Technical and Applied Sciences Review Response

March 5, 2024

From: David J. Nguyen, Dean of University College

Dear Dr. Yang,

Thank you to the internal reviewers for taking the time to review the updates to the Bachelor of Technical and Applied Studies (BTAS) program.

As evidenced by the reviewers and the response from Dr. Donna Burgraff, there is much to be proud of with respect to the BTAS program. Since the initial review in 2019, the BTAS program faculty have sought ways to balance workloads and courses. In particular, the faculty took on the task of making their courses more BRICKS (general education) friendly, which has increased their course enrollments. The outreach that BTAS program faculty have been conducting with Success Advisors around campus to create awareness for the shifts in program curriculum to support student learning.

With respect for areas to development, I will work more closely with the BTAS Program Coordinator to set a program-level budget and will work closely to develop a plan for assessment. Assessment is essential work that needs to be completed and together, we can establish an achievable plan. As we have done in prior years, I will work to connect the BTAS faculty with individuals to have discussions with about a new program name. Lastly, there are potential options for summer course options. These can be considered alongside the need and demand by students.

Overall, I am pleased with the direction of the BTAS program and look forward to working with them as we continue to evolve this program.

Sincerely,  
David J. Nguyen, Ph.D.  
Dean, University College

**COLLEGE OF HEALTH SCIENCES AND PROFESSIONS  
RESTRUCTURING**

**RESOLUTION 2024 –**

**WHEREAS**, College of Health Sciences and Professions proposes to dissolve the School of Applied Health Sciences and Wellness and the School of Rehabilitation and Communication Sciences, and

**WHEREAS**, the proposed restructuring received University Curriculum Council approval on March 6, 2024, and

**WHEREAS**, upon the dissolving of the schools, the college proposes to elevate the Divisions of Athletic Training; Exercise Physiology; Food and Nutrition Sciences; Hearing, Speech and Language Sciences; Physician Assistant and Physical Therapy to department status with commensurate rights and responsibilities, and

**WHEREAS**, the proposed structure of departments would let each represent a defined profession that offers specialized coursework which will be an asset during accreditation especially regarding compliance with accreditation standards, budgetary input, and program planning, and

**WHEREAS**, the proposed structure empowers each department by providing a defined structure where the Department Chairs are the decision-makers for issues that are unique to their profession in which they and their faculty are the experts, and

**WHEREAS**, no faculty or staff lines would be lost during this transition, and there will be no effect on course curricula, delivery modes, and/or location.

**NOW THEREFORE, BE IT RESOLVED**, that the Board of Trustees of Ohio University hereby approves dissolving the School of Applied Health Sciences and Wellness and the School of Rehabilitation and Communication Sciences and elevating the Divisions of Athletic Training; Exercise Physiology; Food and Nutrition Sciences; Hearing, Speech and Language Sciences; Physician Assistant and Physical Therapy to department status to restructure the College of Health Sciences and Professions.



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## **Interoffice Communication**

**Date:** May 22, 2024

**To:** The President and Board of Trustees

**From:** Elizabeth Sayrs, Executive Vice President and Provost

**Re:** **College of Health Sciences and Professions – Restructuring**

A resolution is included seeking board approval for the College of Health Sciences and Professions to dissolve the School of Applied Health Sciences and Wellness and the School of Rehabilitation and Communication Sciences.

The University Curriculum Council approved the proposed restructuring on March 6, 2024.

The School of Applied Health Sciences and Wellness comprises the Divisions of Athletic Training (AT), Exercise Physiology (EXPH), and Food and Nutrition Sciences (FNS) and the School of Rehabilitation and Communication Sciences comprises the Divisions of Hearing, Speech and Language Sciences (HSLs), Physician Assistant (PA), and Physical Therapy (PT).

Upon dissolving the two schools, the college proposes to elevate the resulting six individual Divisions - AT, EXPH, FNS, HSLs, PA and PT - to department status with commensurate rights and responsibilities.

To: Connie Patterson, Chair, University Curriculum Committee Programs Committee

From: Joann Benigno (HSLs), Melissa Bowlby (PA), Gary Chleboun (PT), Kimberlee Orben (FNS), Sharon Perry (EXPH), Chad Starkey (AT and Interim Director for AHSW and RCS)

Date: January 29, 2024

Re: Dissolving the Schools of Applied Health Sciences and Wellness (AHSW) and the School of Rehabilitation and Communication Sciences (RCS) in the College of Health Sciences and Professions

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## **PURPOSE**

The purpose of this proposal is twofold:

1. To dissolve the School of Applied Health Sciences and Wellness (AHSW), comprised by the Divisions of Athletic Training (AT), Exercise Physiology (EXPH), and Food and Nutrition Sciences (FNS) and dissolve the School of Rehabilitation and Communication Sciences (RCS), comprised by the Divisions of Hearing, Speech and Language Sciences (HSLs), Physician Assistant (PA), and Physical Therapy (PT).
2. To elevate the Divisions of AT, EXPH, FNS, HSLs, PA and PT to department status with commensurate rights and responsibilities.

## **BACKGROUND**

In 2010, the then College of Health and Human Services underwent significant restructuring to create the College of Health Sciences and Professions (CHSP). This restructuring effort met its goal of providing our college with a singular focus on healthcare. However, over time, we – the faculty and programmatic leadership – have found that some aspects of the internal structure and function of CHSP could be optimized. There is no clear distinction between the programs in AHSW and RCS. For example, there are rehabilitation-focused Divisions in AHSW that are not in RCS and a Division in RCS is neither rehabilitation nor communication science-related. Students do not choose to enroll at Ohio University based on the School. Instead, they enroll because of the profession (Division).

In our current organizational configuration, academic disciplines (professions) are represented by “Divisions” – a term that is not recognized by the Ohio University Faculty Handbook as an academic unit – and overseen by a middle manager, the School Director. The two Schools have shared the same Director for approximately six of the past 10 years.

We maintain that the academic Divisions represented in this proposal are equivalent to Departments as each represents a defined profession that offers specialized coursework. The curriculum and course content are prescribed by six different specialized accreditors. Additionally, accreditation standards and/or Ohio state law requires that faculty in each profession must have specific degrees, credentials, and licenses (e.g., Physical Therapy faculty who teach clinical courses must be licensed physical therapists in the state of Ohio).

Per the Faculty Handbook, in our current organizational structure the School Director is responsible for the annual review of ALL faculty within the School and evaluates each for their suitability for tenure and/or promotion. Because of the number, specificity, and specialization of the faculty within each profession, this is a significant challenge. For example, the current School Director is expected to conduct an annual evaluation of over 60 faculty from six different professions. It is impractical for the School Director to have finite knowledge of each faculty’s contribution to their unit.

The current Division Directors are much better positioned to provide a comprehensive review of the faculty within their unit. As Department Chairs these individuals would have the purview to conduct these evaluations and other responsibilities identified in the Faculty Handbook.

### RATIONALE AND BENEFITS

The rationale and benefits of this revised structure include:

1. **Autonomy:** Empowering each Department by providing a defined structure where the Department Chairs are the decision-makers for issues that are unique to their profession in which they and their faculty are the experts.
2. **Direct reporting line between the Chairs and the Dean:** Eliminating the middle manager (School Director) between the newly formed departments and the Dean.
3. **Recognition:** Removing the structural ambiguity of having “Divisions” which are not defined in the Faculty Handbook.
4. **Accreditation:** Each Department has programs that are – or soon will be – bound by specialized accreditors. Placing these Departments in a relatively autonomous position by elevating the Division Director to a Department Chair will be an asset during accreditation, especially regarding compliance with accreditation standards, budgetary input, and program planning.
5. **Accountability:** Allowing the Department Chair to directly evaluate the faculty within the department in accordance with University Policy.
6. **Representation:** Enhancing representation in College and University processes (e.g., College Curriculum Committee, Chairs and Director’s meetings).
7. **Education:** To differentiate program affiliation from interprofessional affiliations within the college.

### STUDENTS, FACULTY, AND STAFF INVOLVED

These six units offer five undergraduate majors with six tracks, nine master’s degree programs, two residencies, three clinical doctorates, two PhD programs, six certificates, and several minors (Appendix A). Following is a delineation of students, faculty, and staff by Division:

Division	Fall 2023 Data				
	UG Students	Grad Students	Total Students	Faculty	Adm Staff
Athletic Training	0*	58	58	6	0.3
Exercise Physiology	493	11	504	10	0.3
Food and Nutrition Sciences	112	37	149	8.5	0.3
Hearing, Speech and Language Sciences	203	103	306	20	1.3
Physician Assistant	0	64	64	8 <sup>€</sup>	4
Physical Therapy	0*	135	135	13	2
<b>Total</b>	<b>808</b>	<b>408</b>	<b>1216</b>	<b>65.5</b>	<b>8.2</b>

\* These programs have tracks in the undergraduate exercise physiology major (AT = 91; PT = 256)

€ Includes one open faculty line

A description of program faculty by classification and rank is presented below. A current list of the faculty in these Divisions is presented in Appendix B.

Rank	AT	EXPH	FNS	HSL	PA	PT	TOTAL
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<b>Full Professor</b>	1		1	3		2	<b>7</b>
<b>Associate Professor</b>	2	2		3			<b>7</b>
<b>Assistant Professor</b>		2		2		3	<b>7</b>
<b>Full Professor of Instruction</b>		1				1	<b>2</b>
<b>Assoc Professor of Instruction</b>		2		3			<b>5</b>
<b>Asst Professor of Instruction</b>		1	4.5	4			<b>9.5</b>
<b>Full Clinical Professor</b>	1					1	<b>2</b>
<b>Associate Clinical Professor</b>	1		2	1	3	4	<b>11</b>
<b>Assistant Clinical Professor</b>	1	2	1	4	5 <sup>€</sup>	2	<b>15</b>
<b>TOTAL</b>	<b>6</b>	<b>10</b>	<b>8.5</b>	<b>20</b>	<b>8</b>	<b>13</b>	<b>65.5</b>

<sup>€</sup> Open position

Excludes one emeriti faculty

No faculty or staff lines would be lost during this transition. The School Director for AHSW and RCS currently also serves as the AT Division Director and would presumably serve as the department chair for AT. Those programs in Applied Health Sciences and Wellness (AT, EXPH, FNS) and the School Director are all currently served by only one Administrative Specialist. With time we hope that the administrative support for those units will increase (note: this is an existing problem that is unrelated to any structural change in the college).

## ADMINISTRATIVE PROCESSES

The Department Chairs will be empowered to fulfill the roles and responsibilities identified in the faculty handbook and appointed following the handbook's guidelines. The current division director is equipped to handle Chair level tasks, roles, and responsibilities detailed in this document and in the Faculty Handbook. These responsibilities include, but are not limited to annual faculty reviews, budgetary oversight, department curriculum approvals, faculty hiring and negotiations, faculty workload, FlexWork approvals, LEO approvals, overload approvals, promotion and/or tenure letters, and Workforce approvals.

As appropriate, the Department Chair will make committee assignments for representation on College committees.

## Promotion and Tenure

An information flow and management problem could arise from having six department-level tenure and/or promotion documents for each of the three ranks (tenure track, instructional, clinical), yielding a total of 18 different documents. As such, five of these six departments would share common promotion and tenure documents. HSLS has the critical mass of faculty to have specific department-level promotion and tenure guidelines and will develop their own guidelines. Note that currently Schools tend to "borrow" faculty from each of the divisions to appropriately staff these committees. We propose that this will continue.

## Budget

Currently, each Division has a unique budget based on the organization code, easily allowing the transition to the newly created departments. As noted, AT, EXPH, and FNS currently share the same Admin, the 3-9's will for these three units be assigned to the Admin.

### Curricular Changes

There would be no effect on course curricula, delivery modes, and/or location. Departments will work collaboratively to meet the needs of the college such as collaboration with interprofessional areas of focus.

### Interprofessional Education

This new alignment will be used to promote interprofessional activities (teaching, research, and clinical) within the College of Health Sciences and Professions using the Communities of Practice matrix model. Although still in development, the CHSP Communities of Practice matrix would entail the following aspects of classroom, clinical, and research interactions:<sup>1</sup>

Unit	COMMUNITIES OF PRACTICE				
	Aging	Pediatrics	Population Health	Rural Health	Sports Medicine Sport Performance
Athletic Training		X		X	X
Exercise Physiology	X			X	X
Food Nutrition Sci	X	X	X	X	X
HSLC	X	X		X	
Nursing	X	X		X	
Physician Assistant	X			X	
Physical Therapy	X	X		X	X
Public Health	X		X	X	
Nursing	X	X	X	X	

### Auxiliary Units

The units involved with this proposal sponsor several auxiliary units that support interprofessional education and the Communities of Practice. In these settings students and faculty clinicians from various professions work in real-world settings to prepare our students for professional practice.

The **Hearing, Speech and Language Clinic (HSLC)**, a part of HSLC, includes: (1) the HSLC Clinic Coordinator; (2) a full-time clinical supervisor who also serves as the Director of Clinical Education for the master's program in Speech-Language Pathology (SLP); (3) a full-time business manager; and (4) and a records management specialist (.70 FTE). The records management specialist also supports the admissions processes (.30 FTE) for both professional programs (AuD and MA SLP).

**Ohio University Therapy Associates**, although technically one entity, has separate budgets for the organizational structure for the Hearing, Speech and Language Clinic (and contracts) and the rest of OUTA which is part of Physical Therapy and contracts for rehabilitation services with OhioHealth O'Bleness, Campus Care, Athletics and miscellaneous

<sup>1</sup> Note: The Communities of Practices listed and the associated affiliations presented are for illustrative purposes only. This model is still in development.

contracts. Therefore, the HSL Clinic and its associated contracts would remain with HSLs and all other OUTA contracts would remain with Physical Therapy as is the current structure.

## APPROVAL PROCESS

The goal of this approval process is to formalize the proposed structure of dissolving the Schools and elevating each Division to Department status. Discussions were first held between the Dean and Division Directors who developed this document. The Directors then met with their respective faculty to discuss the pros and cons of the proposed reorganization. Faculty concerns were compiled, and the Directors and Dean developed a document that responded to these concerns. The CHSP Dean also met with large groups of faculty on two occasions.

A Qualtrics survey was developed and distributed to each faculty and staff members in each of the six divisions. The survey asked the respondent to identify the Division they are affiliated with, whether they support, oppose, have no preference for the proposal (or abstain). A comment box was also provided to submit feedback if desired (Appendix C).

With an 84% response rate, the results of the vote were:

Division	Support	Oppose	Abstain	No Preference
Administrative (all units)	8			
Athletic Training	4		1	
Exercise Physiology	4			3
Food and Nutrition Sciences	3	3		
Hearing, Speech and Language Sciences	20			
Physician Assistant	7			
Physical Therapy	8			
<b>Total</b>	54	3	1	3

The results indicate that 54 (89%) of the 61 responding faculty supported the resolutions, three opposed (5%), 3 (5%) had no preference, with one person abstaining. All Divisions except for Food and Nutrition Sciences were unanimous in their support. FNS was evenly split with one-third supporting the proposal, one-third opposing, and one-third not voting. Following the formal vote, FNS as a unit opted to seek department status.

## ACTION ITEMS

The faculty in the Divisions of Athletic Training, Exercise Physiology, Food and Nutrition Sciences, Hearing, Speech and Language Sciences, Physician Assistant Practice, and Physical Therapy hereby request that the University Curriculum Committee, Faculty Senate, Provost, and Board of Trustees:

1. Dissolve the current School of Applied Health Sciences and Wellness (AHSW) and the School of Rehabilitation and Communication Sciences.
2. Elevate the Divisions of AT, EXPH, FNS, HSLs, PA and PT to department status with commensurate rights and responsibilities.

In summary, the new units will be:

Department of Athletic Training (AT subject)

Department of Exercise Physiology (EXPH subject)

Department of Food and Nutrition Sciences (NUTR subject)

Department of Hearing, Speech and Language Sciences (HSLs subject)

Department of Physician Assistant Practice (PA subject)



Department of Physical Therapy (PT subject)

**Inquiries from the Registrar's office:**

T3 4310 goes to Department of Food and Nutrition Sciences

AHSW courses:

- Those with a T should be double listed as both EXPH and NUTR since there's two different tracks under translational health.
- Those with an H should also be double listed for the same reason.

We would like to retain the following, now with a NUTR designation:

4902H Seminar

4945H Reading

4946H Research

4947H Thesis

**APPENDIX A**  
**Programs Offered by Division**

**Athletic Training**

Master of Science Athletic Training  
Doctor of Athletic Training  
Athletic Training Pediatric Residency  
Performing Arts Health and Wellness Certificate

Certificate (CPTDRU) and Experimental Study  
of Language (CTEXPE)  
Graduate Certificate Program: Child Language  
and Literacy (CTX46G)

**Exercise Physiology**

Exercise Physiology  
Exercise Physiology Pre-Physical Therapy  
Exercise Physiology Pre-Athletic Training  
Human Performance Master of Science  
Clinical Exercise Physiology Master of Science  
Exercise Physiology Research Master of  
Science

**Physician Assistant**

Master of Physician Assistant Practice

**Physical Therapy**

Doctor of Physical Therapy  
Physical Therapy Residency

**Food and Nutrition Sciences**

Applied Nutrition (UG)  
Dietetics Track  
Culinary Nutrition Track  
Environmental Nutrition Track  
Applied Nutrition Minor (UG)  
Nutrition Science (UG)  
Master of Science – Dietetics Internship  
Master of Science – Food and Nutrition  
Science  
Master of Science – Food and Nutrition  
Science (online)  
Diabetes Certificate (UG & Grad)  
Sports Nutrition Certificate (UG)

**Hearing, Speech and Language Sciences**

Bachelor of Science in Hearing, Speech and  
Language Sciences (BS5389)  
Minor in Hearing, Speech and Language  
Sciences (OR5389)  
Master of Arts in Speech-Language Pathology  
(MA5326)  
Clinical Doctorate of Audiology (AU5317)  
PhD Program in Speech-Language Science  
(PH5324)  
PhD Program in Hearing Science (PH5325)  
Undergraduate Certificate Programs:  
Professional Deaf Resources Liaison

**APPENDIX B**  
**Faculty by Department**

**Athletic Training**

Andrea Bender, EdD, Assistant Clinical Professor  
Kristine Ensign, PhD, Associate Clinical Professor  
Laura Harris, PhD, Clinical Professor  
Jeffrey A. Russell, PhD, Associate Professor  
Janet Simon, PhD, Associate Professor  
Chad Starkey, PhD, Professor [Division Director/Interim School Director AHSW & RCS]

**Exercise Physiology**

Melissa Anderson, PhD, Assistant Professor  
Marcus W. Barr, MS, Associate Professor of Instruction  
Trina Bookman, MSPE, Assistant Professor of Instruction  
Anna Brooks, MS, Associate Professor of Instruction  
Josh Christen, MS, Assistant Clinical Professor  
Michael W. Clevidence, MS, Professor of Instruction  
Nicholas Fiolo, PhD, Assistant Clinical Professor  
Roger Gilders PhD, Professor (early retiree)  
Angela Hillman, PhD, Assistant Professor  
Cheryl Howe, PhD, Associate Professor  
Sharon Perry, PhD, Associate Professor [Division Director]  
One position is currently open

**Food and Nutrition Sciences**

Jessica Arquette, MS, RD, LD, Assistant Professor of Instruction  
Angela Bohyer, MAHE, RD, LD, Assistant Professor of Instruction  
Robert G. Brannan, PhD, Professor  
Jana Hovland, PhD, RD, LD, Assistant Clinical Professor  
Vatsala Maitin, PhD, Assistant Professor of Instruction  
Kimberlee Orben, MS, RD, LD, Associate Clinical Professor [Division Director]  
Dane Salabak, MS, Assistant Professor of Instruction  
Amber Sheeks, MPH, RD, LD, Assistant Professor of Instruction  
Christine Zachrich, MS, RD, LD, Associate Clinical Professor

**Hearing, Speech & Language Sciences**

Joann Benigno, Associate Professor [Division Director]  
Nicole Brandes, Assistant Professor of Instruction  
Becky Brooks Munhall, Associate Professor of Instruction  
Nicole Carlo, Assistant Professor of Instruction  
Ann Feltis, Assistant Clinical Professor  
Katherine Franklin, Assistant Professor of Instruction  
Fuh-Cherng Jeng, Professor  
Youngsun Kim, Associate Professor  
Chao-Yang Lee, Associate Professor  
Kalyn McDonald, Assistant Clinical Professor

Rebecca Meier, Associate Clinical Professor  
James Montgomery, Professor  
Chorong Oh, Assistant Professor  
Karen Perta, Assistant Clinical Professor  
Cheryl Prusinski, Associate Professor of Instruction  
Kim Sutton, Assistant Professor of Instruction  
Christina Tindall, Assistant Clinical Professor  
Nilesh Washnik, Assistant Professor  
Lori Woods, Associate Professor of Instruction  
Li Xu, Professor

### **Physician Assistant Program**

Melissa Bowlby, MHA, MSBS, PA-C, Associate Clinical Professor [Division Director]  
James Cacchillo, DO, Assistant Clinical Professor  
Ann Crickard, DO, Assistant Clinical Professor (Medical Director)  
Jeffrey Fisher, DMSc, PA-C Assistant Clinical Professor  
Cheryl Geng, MPAS, PA-C Associate Clinical Professor  
Kristin Lugo, PharmD, Assistant Clinical Professor  
Jeff Vasiloff, MD, MPH, Associate Clinical Professor  
New faculty member

### **Physical Therapy**

Gary S. Chleboun, PT, PhD, Professor [Division Director]  
Rachel Bican, PT, PhD, Assistant Professor  
Michele Courtney, PT, PhD, MBA, Associate Clinical Professor  
Ashley Crow, DPT, Associate Clinical Professor  
Paula DeLorm, DPT, Assistant Clinical Professor  
Neil A. Evans, PT, PhD, Assistant Professor  
Dustin Grooms, PhD, Professor  
Janice Howman, MA, DPT, Clinical Professor  
Nicholas Karayannis, PT, PhD, Assistant Professor  
Andrew Krause, PhD, Professor of Instruction  
James Odenthal, DPT, Associate Clinical Professor  
Betty Sindelar, PT, PhD, Associate Professor (Emeritus)  
Brooke Vaughan, DPT, Associate Clinical Professor  
Robert Wayner, DPT, Assistant Clinical Professor

## **Appendix C**

### **Feedback Received During the Vote**

I have no preference. The structure of the college will not resolve the current issues I see within our program. Structure will not provide more support to engage with students, create meaningful opportunities for them, nor provide the appropriate resources (time, staff, strategic plan) required to help our students achieve success beyond the classroom. I personally wish we would spend less time talking about "structure" and more time talking about a strategic plan to achieve goals within the college.

I'm for better organizational structure and workflow at the university in general. I'm hopeful "restructuring" is a step in that direction, but I'm not confident that it is. A lot of work still needs to be done to find solutions to administrative problems that "trickle down." I'm afraid restructuring alone doesn't generate solutions. Restructuring simply shifts the existing problems. Nonetheless, my vote is "yes." Compared to all other known options being a department holds the most promise going forward.

Thank you for your work on the restructuring proposal. Very much appreciated!

The survey is not confidential. There is a single tenure-track faculty in FNS, so it's going to be pretty easy to make a guess as to who it is, haha! Question #2 offers a binary choice to a non-binary question and does not offer a response that represents my position, which is "I am not against dissolving the current school structure, but I am against our division becoming its own Department." In my opinion, you will not be able to discern how those of us who feel this way voted and effectively will disenfranchise (or nullify?) those who do not clarify in this space.

The pay of director needs to be mutual agreed upon with each elected individual. And assessed every other year. Administrative staff needs to be appropriately assigned and assessed every other year. Pay to all staff needs evaluated.

[END OF PROPOSAL DOCUMENT]

**COLLEGE OF HEALTH SCIENCES AND PROFESSIONS  
DEPARTMENT OF SOCIAL AND PUBLIC HEALTH  
NAME CHANGE FOR  
CHILD AND FAMILY STUDIES**

**RESOLUTION 2024 –**

**WHEREAS**, the Department of Social and Public Health in the College of Health Sciences and Professions proposes to change the name of the Child and Family Studies program to Human Development and Family Science, and

**WHEREAS**, the proposed name change received University Curriculum Council approval on April 16, 2024, and

**WHEREAS**, other curricular changes will be implemented with this change to reorganize the program, and

**WHEREAS**, the new name is a more inclusive name that covers the entire lifespan (birth to elderhood), from a life course perspective, an approach that the department takes in teaching, research, and practice, and

**WHEREAS**, using the new name provides students with knowledge that the program offers majors with employment opportunities beyond working with children, and

**WHEREAS**, the new name better reflects the program and where its alumni end up professionally, and the types of hands-on experiences students receive in the program that cover the entire lifespan.

**NOW THEREFORE, BE IT RESOLVED** that the Board of Trustees of Ohio University hereby approves changing the name of the Child and Family Studies program to Human Development and Family Science.



**OHIO**  
UNIVERSITY

**Interoffice Communication**

**Date:** May 22, 2024

**To:** The President and Board of Trustees

**From:** Elizabeth Sayrs, Executive Vice President and Provost

**Re: College of Health Sciences and Professions – Child and Family Studies – Human Development and Family Sciences**

A resolution is included seeking board approval for the Department of Social and Public Health in the College of Health Sciences and Professions to change the name of the Child and Family Studies program to Human Development and Family Sciences.

The University Curriculum Council approved the program on April 16, 2024.

The new name follows the lead of hundreds of other programs throughout the U.S. in making the name change to Human Development and Family Science, a more inclusive name that covers the entire lifespan (birth to elderhood), from a life course perspective, an approach that the department takes in teaching, research, and practice.

# Program Change Proposal Template

## Academic Year 2024-2025

\* Major revisions of programs may be interpreted as new programs. According to CCGS, a graduate program is new when more than 50% of the curriculum changes. Consultation with the Associate Dean of Graduate College and the Interim Associate Provost for Institutional Research and Effectiveness is highly recommended at the early stages of significant program revision.

### A. Summary Statement

1. Date of submission: January 29, 2024
2. Program/Certificate code: BS6468
3. Name of program/minor/certificate: Child and Family Studies
4. Name(s) of individual(s) proposing the program and their email address(es): Jenny Chabot, [chabot@ohio.edu](mailto:chabot@ohio.edu)
5. Home department/school and college: Department of Social and Public Health
6. Desired semester/year of program change: Fall 24-25
7. A brief (< 250 word) description of the proposed change(s).

This proposal reorganizes our Child and Family Studies program and provides updated name changes to our major and the concentrations we offer. We are following the lead of hundreds of child and family studies programs throughout the U.S. in making the name change to Human Development and Family Science, a more inclusive name that covers the entire lifespan (birth to elderhood), from a life course perspective, which is the approach we take in our teaching, research, and practice. Additionally, we are proposing renaming the three current concentrations and adding a fourth concentration to the major. Additionally, we are reorganizing the major requirements by adding newly created CFS classes to the cluster of CFS classes students in the major can chose from and/or are required to complete.

8. Do the changes represent
  - a. 25% or less
  - b. 26%-49%
  - c. 50% or more

### B. Detailed Description of Change

- 1) name change from Child and Family Studies (CFS) to *Human Development and Family Science* (HDFS), with a few changes to the concentration's required courses (total credits remain the same)
- 2) renaming the Child, Adult, and Family concentration to *Family and Community Services*, with a few changes to the concentration's required courses (total credits remain the same)
- 3) renaming the Family Gerontology concentration to *Aging and Gerontology Studies*, with a few changes to the concentration's required courses (total credits remain the same)
- 4) renaming the Child Life and Pediatric concentration to *Pediatric Healthcare Community Settings*, with a few changes to the course requirements and eliminating the clinical language (total credits remain the same)
- 5) adding a fourth concentration to the CFS degree that will be clinically based, for students interested in being a Certified Child Life Specialist (CCLS) as undergraduates, and will be known as *Child Life Specialist Clinical* concentration



6) reorganizing the major requirements by adding newly created CFS classes to the cluster of CFS classes students in the major can chose from (for 3 of the 4 concentrations).

1. Describe the rationale for the proposed change and any impact it has on program learning outcomes and assessment plans. Indicate if this program has changed since 2015 (during OHIO's last HLC re-accreditation cycle). If yes, please list the already approved changes and dates in the proposal.

We are following the lead of hundreds of child and family studies programs throughout the U.S. in making the name change to Human Development and Family Science (Auburn University, Bowling Green State University, Kent State University, Michigan State University, Northern Illinois University, Ohio State University, Syracuse University, University of Minnesota, to name a few). Human Development is a more inclusive name that covers the entire lifespan (birth to elderhood), from a life course perspective, which is the approach we take in our teaching, research, and practice. In our program, we go beyond childhood, with courses that cover early adulthood, middle adulthood, older adulthood, and elderhood. Using Human Development is more accurate to what we teach and also provides students with knowledge that our program offers majors with employment opportunities beyond working with children. This better reflects who we are as a program, what we teach, where our alumni end up professionally, and the hands-on experiences our students receive in our program that cover the entire lifespan.

In regard to changing Family Studies to Family Science, we are again following the lead of hundreds of former child and family studies programs making the name change (Auburn University, Bowling Green State University, Kent State University, Michigan State University, Northern Illinois University, Ohio State University, Syracuse University, University of Minnesota, to name a few). One of our discipline's key national organizations, the National Council on Family Relations (NCFR) advocates for this program name change from "studies" to "science." It is important for our program to better reflect a more modern lens of teaching, research, and professional practice. Science honors a discovery of knowledge and an application of that knowledge ([www.ncfr.org/about/what-family-science](http://www.ncfr.org/about/what-family-science)), which more accurately reflects our course delivery and content. Upon request, we can provide a copy of the letter of support for our program's name change from the NCFR's executive director and a fact sheet regarding outlined reasons for the change.

As the name of our program shifts from Child and Family Studies to Human Development and Family Science, we took this opportunity as faculty to re-examine the titles of our concentrations. Currently, CFS houses the Child, Adult, and Family concentration where students become equipped to work alongside individuals and families within the community and human services field at large. After discussion, CFS faculty decided that a name that spoke more directly towards students' career goals in a more clear and concise way, was needed. In direct reflection of this, a new title of *Family and Community Services* was chosen as we believe it better aligns with our evolving program. This clarity helps to differentiate us from the other three concentrations within the CFS program as well as enhancing our marketability to students.

We propose changing the Family Gerontology concentration to *Aging and Gerontology Studies*. Although Family Gerontology is a specific area to have a concentration, it does not truly reflect the interdisciplinary nature and scope of the concentration. Gerontology is a specific academic field, whereas, "aging" suggests the application of gerontological principles to fields of study. The courses

included within the concentration include both gerontology and aging-related courses. Thus, this name change better reflects the breadth of content that a student undertakes with this concentration. In addition, the single use of the term "gerontology" is often unknown or assumed to be related to "nursing homes", which is a narrow and incomplete understanding. The inclusion of "aging" helps to better market the concentration by giving a clearer signal of its focus.

We propose changing the Child Life and Pediatric Healthcare concentration to *Pediatric Healthcare Community Settings*, deleting the language and course requirements for students interested in pursuing the clinical child life specialist option. Under the concentration's current name, Child Life and Pediatric Healthcare, the majority of students end up in community settings as professionals. The new name, *Pediatric Healthcare Community Settings*, will reflect the non-clinical path our students take. One course requirement will be deleted (CFS 4770, a child life clinical class) and the language that directs students interested in the clinical child life specialist profession will be deleted and added to the proposed fourth concentration.

We are proposing a fourth concentration that will be known as the *Child Life Specialist Clinical* concentration. A portion of the classes will come from the original Child Life and Pediatric Healthcare concentration with changes that will require more already established CFS child life classes and core CFS classes that align what our hospital clinical partnerships require of practicum and internship placements. These changes will qualify our undergraduate program for endorsement from the Association of Child Life Professionals.

Lastly, we propose adding three CFS course options to the cluster of CFS classes students in the major (for the 3 renamed concentrations) can choose from. The Child Life Specialist Clinical Concentration will not have the option to "choose from" the cluster of CFS classes offered, due to the courses that will need to align with our plan to apply for undergraduate endorsement from the ACLP.

*Impact on Learning Outcomes -- If learning outcomes will change with the changes in this proposal, that must be explained here.*

Learning Outcomes will remain as is:

1. Students will demonstrate their practical knowledge about current approaches to helping people in their chosen field within the profession.
2. Students will demonstrate the ability to work effectively with diverse populations.
3. Students will demonstrate written skills in the classroom and in required field experiences.
4. Students will demonstrate verbal communication skills in the classroom and in required field experiences.
5. Students will apply academic knowledge in a professional setting in a 400-hour final internship.

*Changes since 2015*

To better define the Child and Family Studies degree, we added the original three concentrations to the CFS degree in 2012, when the university switched from quarters to semesters. In 2016, the Child Life and Pediatric

Healthcare Concentration was changed from its original name, Child Life, to reflect the growing number of students that were pursuing internships and careers in pediatric healthcare community settings. No additional changes beyond the concentration name change have occurred. These changes were less than 25%.

The proposed changes outlined in this proposal were discussed, conceptualized, and agreed upon by Child and Family Studies faculty during the fall semester 2023 bi-weekly CFS area meetings. Over winter break 2023, CFS faculty who have primary teaching responsibilities in the child, adult, and family concentration and the family gerontology concentration, explored new name options for these two concentrations. The new names were presented and discussed at the CFS area meeting held on January 22, 2024, and agreed upon by all CFS faculty at the February 5, 2024 area meeting. Additionally, we have consulted with the National Council on Family Relations (NCFR) and the Association of Child Life Professionals (ACLP), to ensure our proposed changes will align with industry expectations.

2. Evidence of consultation (in all cases where your program impacts other academic departments or schools), cooperation and/or collaboration with other OHIO programs impacted by this change

Since we already have any outside courses as part of our current program and no additions/changes are being made for these courses, we do not have any consultations with other departments to pursue.

3. Provide a detailed description of the proposed changes. For each course, include prefixes, course numbers, names, and credit hours. Indicate if any new courses are being included in the program change proposal and their approval status.

Please see table below

4. Including any changes to credit hours and identification of all other academic units impacted by the change.

The total number of credits required of the CFS degree remains the same (121) for the overall CFS degree and the three newly named concentrations. For the proposed fourth concentration, Child Life Specialist Clinical, there is a 2-3 credit hour increase, depending on a class that has a 3 or 4 credit option, with a total of 123 to 124 credits.

5. If a new track or concentration within an existing approved program is being requested, is there a desire for a new program code? N/A

**COLLEGE OF BUSINESS  
ESTABLISHMENT OF NEW CENTER  
APPLIED FINANCE CENTER**

**RESOLUTION 2024 –**

**WHEREAS**, the College of Business has proposed the establishment of the Applied Finance Center, and

**WHEREAS**, the proposal for the Applied Finance Center has been reviewed and is supported by the Dean of the College of Business and the Executive Vice President and Provost, and

**WHEREAS**, the center will serve as the access point for students to participate in finance-focused trainings, meet alumni from the financial industry, pursue financial industry certifications, and tour financial firms during networking trips, and

**WHEREAS**, the center will position OHIO students to succeed by providing them with wider access to extracurricular finance-based activities to enrich and expand their applied learning, and

**WHEREAS**, students in the center will have access to valuable experiences outside the classroom to gain additional skills, network with financial professionals, and apply their knowledge, and

**WHEREAS**, the center leadership, fiscal resources and sources of funding, and designated space and equipment needs have all been identified.

**NOW THEREFORE, BE IT RESOLVED** that the Board of Trustees of Ohio University approves the establishment of the Applied Finance Center in the College of Business.



## **Interoffice Communication**

**Date:** May 22, 2024

**To:** The President and Board of Trustees

**From:** Elizabeth Sayrs, Executive Vice President and Provost  
Sarah Poggione, Vice Provost for Undergraduate Education

**Re: College of Business - Center Establishment - Applied Finance Center**

A resolution is included seeking board approval to establish the Applied Finance Center in the College of Business. The academic center development proposal materials are presented.

The Applied Finance Center will advance experiential learning related to finance and provide students with access to valuable experiences outside the classroom to gain additional skills, network with financial professionals, and apply their knowledge.

The Applied Finance Center will contribute to the university strategic initiatives by spearheading efforts, communications, and activities that offer experiential learning, networking opportunities, and extracurricular financial education to students across Ohio University.

**Proposal: Applied Finance Center  
Ohio University College of Business  
Prospectus**

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The purpose of this proposal is to establish a Applied Finance Center(AFC) that advances experiential learning related to finance. The center can promote finance-related initiatives by spearheading efforts, communications, and activities to offer experiential learning, networking opportunities, and extracurricular financial education to students across Ohio University.

**Executive Summary**

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According to our website, “Ohio University College of Business' Centers of Excellence bring together students, faculty, and professionals to learn and engage within disciplines. These centers are an enriching experience where students can get hands-on experiences to enhance what they've already learned in the classroom.”

The AFC seeks to provide students with access to valuable experiences outside the classroom to gain additional skills, network with financial professionals, and apply their knowledge. The proposed center will accomplish these goals with initiatives, including but not limited to, the following:

1. Extra-curricular trainings and skills improvement workshops
2. Finance-focused networking and employer relations trips
3. External speaker opportunities on campus
4. Alumni-student mentorship program
5. Financial literacy workshops
6. Study resources for external industry certifications
7. Student support for regional and national competitions
8. Tutoring and Integrated Business Cluster support

**Prospectus Details**

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*In accordance with Ohio University Administrative Policy 01.015: Establishment and Review of Centers and Institutes, the seven necessary items are addressed below.*

*a. Statement of need specifying the role to be accomplished*

The field of finance is competitive. To best position OHIO students to succeed, our students need wider access to extracurricular finance-based activities to enrich and expand their applied learning. The AFC will serve as the access point for students to participate in finance-focused trainings, meet alumni from the financial industry, pursue financial industry certifications, and tour financial firms during networking trips. The Finance Department’s five student organizations (Association of Women in Finance, Derivatives Management Group, Financial Management Association, Fixed Income Management Group, and Student Equity Management Group) currently incorporate enrichment opportunities for their members, but each organization working alone has a scope limited to its roughly 20-25 members. The AFC will offer hundreds of students a variety of applied learning experiences on a much larger and more efficient scale. Over 500 students have declared finance as their major. This proposed center will serve these students – as well as anyone interested in exploring finance – with the tools and experience they need to excel. The center will also serve non-finance majors immediately through financial literacy workshops and tutoring sessions and in the future by providing skills and experiences that will help them progress in their careers.

The center will serve four stakeholders: students, alumni, Ohio University, and the greater Athens community. The AFC will serve students through offering applied learning experiences and opportunities to meet alumni in the financial industry. The center will serve alumni by not only connecting them with students who can fill needed positions at their firms, but also by providing alumni with a greater connection and ability to give back to their alma mater. The AFC will serve the University by increasing fund raising opportunities: This center will enhance the University by its uniqueness in the state of Ohio as a provider of valuable experiences that can be used during recruitment conversations to separate Ohio University from its peers. Finally, the center will serve Ohio University and the wider community by offering financial literacy workshops.

*b. Description of the manner in which the center or institute will effectively meet this need in a way existing units cannot*

The Applied Finance Center will:

1. **Offer extra-curricular trainings and skills improvement workshops:** Outside of members in the five finance student organizations, most students have limited experience using industry-standard technologies, such as Bloomberg and FactSet. Having basic trainings open to everyone on how to use a Bloomberg terminal and how to use FactSet will enable students to better utilize these resources to explore real-world financial data on companies, stocks, and bonds. The center will also offer advanced trainings on Excel and workshops on how to prepare for an internship in finance, which combined with the technology trainings, will help students better prepare for interviews with Wall Street and other firms. Students will also be able to highlight these additional trainings to prospective employers which will resonate with recruiters and increase the university's reputation.
2. **Organize finance-focused networking and employer relations trips:** Visiting company offices and networking with industry professionals is a powerful experience for students. It can help students to visualize their life after college, gain confidence, learn about recruiting procedures and industry practice, and provide the opportunity to ask questions in a low-stakes environment. Most finance student organizations do not have funds available for travel, and there is currently no funding source nor organizational entity to facilitate travel for students outside of the student organizations. The AFC can fill this void, which will provide benefits to students, but will also provide an opportunity for alumni to stay connected to Ohio University and give back to younger generations of Bobcats.
3. **Facilitate external speaker opportunities on campus:** The AFC will work to increase industry presence on campus in a variety of ways by managing the Finance Professional Engagement Series. First, the AFC will coordinate monthly in-person or hybrid student meetings with alumni or friends of Ohio University who work in the financial industry. The AFC will work actively with the five finance student organizations to spotlight an alum from each organization each year to add variety to speakers and to further the relationship with group members after they graduate. The AFC will also support and promote the annual Finance Panel Speaker Summit, which typically involves three panel discussions where students can network with financial professionals who come to campus. In fall of 2023, 305 students attended the Finance Panel Speaker Summit. Most of these students were not finance majors, and with help of the AFC, the number of students involved from across campus can be much higher. In the spring of 2023, the Finance Department hosted the first annual Women in Finance Summit, and the AFC will help to promote and coordinate speakers for this important event. Finally, the AFC will work to bring professionals into classrooms as guest lecturers. All of these interactions will help connect various generations of Bobcats by serving as a recruiting tool for prospective students, providing valuable networking and learning opportunities for current students, and connecting alumni with Ohio University and current students.
4. **Coordinate an alumni-student mentorship program:** The AFC will work to identify alumni interested in serving as a mentor, pair these alumni with current students based on future career interests, and facilitate the mentor-mentee relationship. Having a direct contact to an industry professional is an invaluable experience for students to learn about professional life, company culture, interview processes, and personal growth. The

program can also be advertised to prospective students as a recruiting tool and will deepen the connection between the university and alumni.

5. **Arrange financial literacy workshops:** The AFC will offer financial literacy workshops to students on campus and to the greater Athens community. In addition to offering workshops open to all students, the center will work with key stakeholders on campus, such as the Diversity and Inclusion Centers and the Center for Student Leadership and Engagement, to offer workshops tailored to the requests of their members. Outside of the university, the center will begin financial literacy workshops by contacting local school districts with the goal of educating young people on the importance of financial health. The center also plans to search for local community organizations that would be interested in financial health workshops for their members. These activities will help the university make positive impacts on the community and will allow students to apply the knowledge they are acquiring in classes to a concrete, meaningful objective.
6. **Provide study resources for external industry certifications:** There are many certifications that are important, and at times necessary, for financial professionals to obtain. A few examples include the Chartered Financial Analyst (CFA), Certified Financial Planner (CFP), Securities Industry Essentials (SIE), Bloomberg Market Concepts (BMC), and the Certified Treasury Professional (CTP). Many of these certifications can be obtained or started while students are still in college, but the exams and study material are expensive. The center can use its resources to purchase study material for students to make the examinations more accessible. Having obtained or begun the certification process while in college will significantly increase students' ability to obtain top jobs and progress more quickly in their careers. As with many other student benefits previously mentioned, these resources can also be used as a benefit of choosing Ohio University during the recruitment process.
7. **Support students in regional and national competitions:** Many opportunities exist for undergraduate students to participate in finance-related competitions. Examples of student competitions include the CFA Research Challenge, Quinnipiac GAME Forum, and the CSBS Community Bank Case Study Competition. The AFC plans to identify additional competitions, advertise these to students, and provide both financial and advisory support for students to participate. Students will be able to apply their knowledge outside of the classroom in practical scenarios that allow them to match wits with peers across the country.
9. **Tutoring and Integrated Business Cluster support:** Students from a diverse set of majors must take a finance course (FIN 3000) as part of their degree requirements. Many students struggle with the material in this course due to its applied quantitative nature. While the Academic Achievement Center offers individual tutoring, the center would like to offer additional study sessions to help promote student success. Additionally, the AFC would like to offer advice to students in the Integrated Business Cluster (IBC). The IBC is a multi-disciplinary set of courses that emphasizes applied learning. One of the projects in the IBC requires students to create a feasibility study for a business concept, including financial projections. The center would like to offer students support with the financial components of the project to increase student understanding and the quality of their deliverable.

The goals above are broader and more comprehensive than what can currently be offered by the Finance Department. Some of the goals are addressed in individual finance student organizations, but not as comprehensively, and availability varies widely across groups. Additionally, there are over 500 finance majors and over 100 students pursuing a finance minor or certificate at Ohio University. The groups have limited capacity for membership with approximately 20-25 (100-125 cumulative) students involved at any time, and some of the organizations are selective which requires prospective members to apply, interview, and be selected at the beginning of the semester to become a member. Some students cannot apply due to the time commitment of selective groups (which can exceed 20 hours per week), and some students do not have enough flexibility in their schedules to commit to any of the groups. The AFC can serve students both inside and outside the student organizations by offering a variety of opportunities to any student across the university with an interest in finance.

c. *The unique value of the program to the University*



The AFC will add value to the university by benefiting the four stakeholders: students, alumni, Ohio University, and greater Athens community. As stated above, students will benefit from trainings, networking opportunities on campus and at companies, a mentoring program, certification preparation, and by competing in competitions. Alumni will benefit from more interactions with students and more opportunities to visit campus. The University will benefit from more recruitment selling points and increased donations. Finally, the greater community will benefit from access to financial literacy workshops.

These benefits would be unique to Ohio University. As part of the proposal process, we researched the websites of the University of Akron, the University of Toledo, Kent State University, Ohio State University, the University of Cincinnati, Miami University, Bowling Green State University, and the University of Dayton. None of these institutions have a similar center. In fact, we only identified two finance-related centers at these institutions. Ohio State University has the Charles A. Dice Center for Financial Economics which focuses on promoting financial research and is not oriented towards undergraduate students. The University of Dayton has the Davis Center for Portfolio Management. This center is focused on undergraduate students, but serves the same role as a single finance student organization at Ohio University, the Student Equity Management Group. To the best of our knowledge, there is no other finance center in the state of Ohio that is focused on providing the experiences, opportunities, and resources that the AFC would provide to undergraduate students. This, in itself, would be a powerful recruiting tool for prospective students.

*d. Identification of personnel and departments to be involved initially and a projection for such involvement over a five-year period*

The intent is to appoint a Center Director who will manage the activities of the AFC. The current prospect for the director position is Luke McElfresh, and he has signaled his willingness to accept the role. Luke has taught a variety of finance courses at Ohio University since 2013. He has served as the faculty adviser for the Financial Management Association (FMA) student organization for eight years. He consistently has some of the highest student evaluations of any instructor in the finance department, and student comments often focus on his ability to relate to students and provide help they need to be successful. His experience and rapport with students make him an ideal leader of a student-focused center.

The Center Director will oversee a student leadership team for the Center. There will be five student leaders on the team with one member from each of the five student organizations, so the center can maintain close contact with the most engaged finance students. The Center also aspires to employ one student-worker who will assist the Center Director in facilitating and managing the various activities.

*e. Estimated fiscal resources and sources of funding for a five-year period*

The Finance department has had preliminary discussions with a donor who is interested in providing approximately \$20,000 per year for the AFC on an ongoing basis. Additionally, the AFC will be funded with a combination of existing departmental foundation accounts and new, smaller-denominated donations. Naming rights will be explored as the Center matures.

Estimated Revenue	Year 1	Year 2	Year 3	Year 4	Year 5
Alumni Donations	\$20,000	\$21,500	\$23,000	\$25,000	\$25,000

Estimated Expenses	Year 1	Year 2	Year 3	Year 4	Year 5
AFC Director	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
AFC Student Assistant Director	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Student Networking Trips	\$3,000	\$4,500	\$5,000	\$7,000	\$8,000

Certification Study Materials	\$500	\$500	\$1500	\$1500	\$500
<b>Total Estimated Expenses</b>	\$20,000	\$21,500	\$23,000	\$25,000	\$25,000

*f. Space and equipment need and a description of how they will be met*

At this time, the Center intends to utilize existing space already occupied by the Finance Department. This space includes one primary location with access to larger spaces for conferences and speakers:

- The Trading Room – Copeland Hall 101: This room contains thirteen Bloomberg terminals and is set up like a traditional classroom. The space is ideal for trainings that utilize the department’s unique technology resources.
- Various university lecture halls and conference spaces will be used for special events, for example, events with a speaker that will attract a large crowd or events such as conferences that may require breakout spaces.

As planning continues for university facilities and as the impact and success of the Center is established, future expansion of physical space will be considered as needed.

*g. Description of administrative control and lines of authority for the center*

Like other College of Business Centers of Excellence and in accordance with the college’s principles of shared governance, the Center will have dual administrative controls through the Office of the Dean and the Chair of the Finance Department.

- The Office of the Dean will be responsible for oversight of the Center’s strategy, budget/spending, financial resource allocation, and space allocation.
- The Finance Department Chair will be responsible for oversight of the curriculum, student learning outcomes, and faculty leadership position staffing.

Center leadership will maintain authority and autonomy to make implementation decisions based on established priorities and resources. Decisions will include (but are not limited to) partner recruitment to support center initiatives, student leadership recruitment, and resource spending.

**Conclusion**

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In conclusion, the proposed Applied Finance Center will offer extracurricular finance-related activities that expand experiential learning and networking opportunities for students.

**COLLEGE OF ARTS AND SCIENCES  
NAME CHANGE FOR  
DEPARTMENT OF GEOLOGICAL SCIENCES**

**RESOLUTION 2024 –**

**WHEREAS**, the Department of Geological Sciences in the College of Arts and Sciences proposes to change its name to the Department of Earth and Environmental Geosciences, and

**WHEREAS**, the proposed name change received University Curriculum Council approval on March 5, 2024, and

**WHEREAS**, the name change reflects the department's program emphases, environmental strengths, and real-world applications of the department's work, and

**WHEREAS**, the name change fits with national trends to use earth science, geoscience, or environmental geoscience, and

**WHEREAS**, having a department whose name includes "environmental geoscience" will aid the recruitment of students to OHIO given the appeal of the broader topic to recent generations, and is strongly supported by the department Alumni Board, and

**WHEREAS**, no other program changes are implemented with this change.

**NOW THEREFORE, BE IT RESOLVED** that the Board of Trustees of Ohio University hereby approves changing the name of the Department of Geological Sciences to the Department of Earth and Environmental Geosciences.



**Interoffice Communication**

**Date:** May 22, 2024

**To:** The President and Board of Trustees

**From:** Elizabeth Sayrs, Executive Vice President and Provost

**Re: College of Arts and Sciences – Geological Sciences – Earth and Environmental Geosciences**

A resolution is included seeking board approval for the Department of Geological Sciences in the College of Arts and Sciences to change its name to the Department of Earth and Environmental Geosciences.

The University Curriculum Council approved the program on March 5, 2024.

The name change reflects the department's major emphases, which are the earth geosciences and the environmental geosciences. The current name does not reflect the departments environmental strengths and enrollment trends.

## **Department Name Change Proposal**

Academic Year 2023-2024

A. Summary Statement

1. Date of submission:  
**2 February 2024**
2. Department name and underlying degree programs:  
Department of Geological Sciences  
BS3321, BS3326, OR3326, BS1948 (through HTC), MS3321, MS3325
3. Name of programs in the department:  
BS3321: Geological Sciences  
OR3321: Geological Sciences  
BS3326: Environmental Geoscience  
OR3326: Environmental Geoscience  
BS1948 (through HTC): Geological Sciences  
MS3321: Geological Sciences (thesis)  
MS3325: Geological Sciences (non-thesis)
4. Name(s) of individual(s) proposing the name change and their email address(es):  
Greg Springer, springeg@ohio.edu, 740-541-3559  
Eung Seok Lee, leee1@ohio.edu
5. Home department/school and college:  
Department of Geological Sciences
6. Desired semester/year of program change  
Fall 2024-25, or sooner if possible.

7. A brief (< 250 word) description of the proposed change(s):

The Department of Geological Sciences proposes to change its name to the Department of Earth and Environmental Geosciences. This name should be read as “Earth Geosciences” + “Environmental Geosciences”. Appending geoscience to earth emphasizes that our focus is those earth processes and materials taught in our major courses (e.g., Geomorphology and Structural Geology). The phrase “environmental geosciences” is taken directly from our program BS3326 Environmental Geoscience.

B. Detailed Description of Change

1. Describe rationale for proposed change.

The Department of Geological Sciences proposes to change its name to the Department of Earth and Environmental Geosciences (ERTH). The change is strongly supported by our Alumni Board and reflects our major emphases, which are the earth geosciences (BS3321, BA3321, MS3321, MS3325) and environmental geosciences (BS3326). The current name does not reflect our environmental strengths or BS3326/OR3326, which comprises half of our enrollment and is actively growing.

Geology is the scientific study of the Earth, including its composition, structure, physical properties, and the processes that have shaped its formation and evolution over time. Hence, the choice of Earth Geosciences in the new department name, which makes clear we do not have climate processes and meteorology in our portfolio.

Four of our seven faculty study environmental and natural resource topics. We offer BS3326, which is entitled “Environmental Geoscience”, and most of our alumni work in the environmental field. The latter reflects the fact that, upon graduation, well over 50% of our students obtain employment in the environmental sciences.

In a previous draft of this proposal, we proposed the name “Earth and Environmental Sciences”. However, based on feedback from other departments, we now include geosciences in the name to emphasize that we are not speaking too broadly about the earth and environmental sciences.

The name change is strongly supported by our Alumni Board and reflects our major emphases, which are the earth geosciences (BS3321, MS3321) and environmental geosciences (BS3326). The current name does not reflect our environmental strengths or BS3326/OR3326, which comprises half our enrollment and is actively growing.

Nationally, there is a strong movement toward using the terms earth science, geoscience, or environmental geoscience because high school students have more exposure to earth science and environmental courses than geological courses, which results in students not knowing what “geological sciences” means. Hence, successful recruitment requires reaching students by using terminology that reflects our focus and includes terms that prospective students recognize.

Having a department whose name includes “environmental geoscience” will aid recruitment of students to OHIO given the appeal of the broader topic to recent

generations. This would also give CAS a department that could house environmentally-focused faculty.

Alternative names were considered, but phrases such as “environmental studies” are already in use at OHIO, although the associated school only offers an HTC undergraduate major and MS6956 Environmental Studies. The program is termed MSES by the Voinovich School. The other comparable phrase is BS2109 Environmental Science and Sustainability (ESS), which does not have a home department and belongs to the College of Arts and Sciences (CAS) as a whole. We did not include sustainability in the new department name and will not use the term in any program names.

The term environmental is used in multiple program names in CAS. At present, there are nine environmental programs spread across five departments. As of Spring 2023, CAS had 435 students enrolled in environmental, sustainability, or conservation programs (“environmental programs”). These students account for 13.4% of all CAS students ( $n = 3251$ ), so collectively, environmental, and allied students form one the largest groupings in CAS.

The lack of a department dedicated to the environmental sciences places OHIO at a competitive disadvantage among prospective OHIO students interested in the earth and environment. Clearly, the fact that so many schools have adopted the naming strategy is evidence of its value for recruiting students, so our new name would aid in recruiting students to OHIO.

2. **Desired semester/year of program change:**

Fall 2024-25, or sooner if possible.

3. **Impact on current students (majors and minors)**

The name change would have no effect on current students because our degree programs are remaining the same. The only potential point of confusion might be the name of the Geology Club. The latter is based on our department (Geological Sciences) and the club would keep its current name, but students looking to find the club might not immediately associate the new name with the club. However, we have spoken to the club officers and they report that students find the club through online student center listings, so they do not believe it will have an effect.

4. **Impact on current faculty.**

The faculty voted unanimously to change the name and we anticipate no effect on the faculty. Nationally, the name Geological Sciences is being replaced by variations on earth and environmental sciences, so the name will not confuse colleagues at other schools. Hence, when faculty list their institution on publications, the new name will not create any confusion or lessen our prestige.

5. **Evidence that the process followed ensured broad input from affected faculty.**

The faculty include four tenure-track professors and three professors of instruction. All seven had equally weighted votes, all faculty could suggest new names, and all faculty

participated in department meetings where the name change was discussed. Various faculty, including our instructors, suggest multiple new names and at one point we had eight to choose from. All faculty ranked the names and we used a series of rank-weighted votes to reach a final choice. Hence, everyone had an equal voice and equal vote.

6. Evidence of consultation (in all cases where your program impacts other academic departments or schools), cooperation and/or collaboration with other OHIO programs impacted by this change.

The first draft of this proposal was distributed to the Voinovich school, Geography (GEOG), and Environmental Plant Biology (PBIO). The latter had no objections, but as mentioned above, the other two units strongly objected to the name “Department of Earth and Environmental Sciences.” We changed the proposed name and gave this revised profile to the same units. Voinovich and PBIO have no objections to the new name (see email in a separate document).

The other units were given the revised proposal on 1 November 2023 and asked to return comments within two weeks. The chair of GEOG did not respond, so we wrote her again on 19 November 2023 and asked if they had comments. We were promised a response, but as of 5 December 2023 we have received no input. We feel that extending the evaluation time and wait for over a month is sufficient time and we are submitting the proposal without additional input from GEOG. However, the other proposal documents include their response to the first proposal.

7. Provide a detailed description of the proposed changes. For each course, include prefixes, course numbers, names, and credit hours. Indicate if any new courses are being included in the program change proposal and their approval status.

No new courses are being included, but new courses may be proposed at a future date.

8. Including any changes to credit hours and identification of all other academic units impacted by the change.

n/a

9. If a new track or concentration within an existing approved program is being requested, is there a desire for a new program code?

There are no program changes.

10. Provide a comparison table including all current program requirements alongside the proposed changes.

There are no program changes.



**COLLEGE OF HEALTH SCIENCES AND PROFESSIONS  
EXPANSION TO LANCASTER CAMPUS  
ASSOCIATE OF APPLIED SCIENCE IN NURSING**

**RESOLUTION 2024 -**

**WHEREAS**, the Associate of Applied Science in Nursing (AAS-N) pre-licensure program is currently based at Chillicothe, Southern, and Zanesville campuses and students who live in the Lancaster community and are interested in pursuing the AAS-N through Ohio University currently commute to either the Chillicothe or Zanesville program sites, and

**WHEREAS**, the University Curriculum Council has received notification of the proposed expansion, and

**WHEREAS**, the School of Nursing already has continuing clinical contracts with facilities in the Lancaster Campus region and beyond to support clinical sites for the proposed program expansion, and

**WHEREAS**, additional clinical contracts are already being pursued in this region to support the newly launched BSN program at the Lancaster campus in order to support nursing student learning across the lifespan in a variety of clinical settings in the community and region in addition to acute care facilities, and

**WHEREAS**, the notification for expansion has been received by the University Curriculum Council, and approval will be sought from the Ohio Board of Nursing (OBN), Ohio Department of Higher Education (ODHE), and the Higher Learning Commission (HLC).

**NOW THEREFORE, BE IT RESOLVED** that the Board of Trustees of Ohio University hereby approves the expansion of the Associate of Applied Science in Nursing pre-licensure program to the Lancaster campus pending completion of required external approval processes.



**OHIO**  
UNIVERSITY

## **Interoffice Communication**

**Date:** May 22, 2024

**To:** The President and Board of Trustees

**From:** Elizabeth Sayrs, Executive Vice President and Provost

**Re:** **Program Expansion – Associate of Applied Science in Nursing (AAS-N)**

A resolution is presented requesting approval for the School of Nursing in the College of Health Sciences and Professions to expand the Associate of Applied Science in Nursing pre-licensure program to the Lancaster campus.

The University Curriculum Council received notification of the proposed expansion on April 6, 2024. It was co-signed by the School of Nursing Executive Director and the Dean of the College of Health Sciences and Professions.

Upon approval by the Board of Trustees, the expansion will be submitted to the Ohio Board of Nursing (OBN), Ohio Department of Higher Education (ODHE), and the Higher Learning Commission (HLC).



**OHIO**  
UNIVERSITY

College of Health Sciences and Professions  
Regional Higher Education

School of Nursing  
Grover Center E365  
Athens, OH 45701-2979  
T: 740.593.4494  
F: 740.593.0286

Chillicothe Campus  
School of Nursing  
101 University Drive  
PO Box 629  
Chillicothe, OH 45601  
T: 740.774.7282  
F: 740.774.7711

Eastern Campus  
School of Nursing  
45425 National Road W.  
St. Clairsville, OH 43950  
T: 740.695.1720  
F: 740.699.1410

Southern Campus  
School of Nursing  
1804 Liberty Drive  
Ironton, OH 45638  
T: 740.533.4633  
F: 740.533.4557

Zanesville Campus  
School of Nursing  
1425 Newark Road  
Zanesville, OH 43701  
T: 740.588-1514  
F: 740.588-1527

To: UCC Programs Committee Athens Campus  
RE: Support for expansion of AAS-N program to OHIO Lancaster campus  
Date: April 6, 2024

This letter serves as confirmation of the School of Nursing and College of Health Sciences and Professions (CHSP) affirmative support for expansion of the Associate of Applied Science in Nursing (AAS-N) pre-licensure program to the Lancaster campus. The “program expansion to a secondary site” designation allows us to abbreviate the approval process with the Ohio Board of Nursing (OBN). Once this program expansion is approved at Ohio University, notice/approval will follow to the Ohio Department of Higher Education (ODHE), and the Higher Learning Commission (HLC). The AAS-N program (currently offered at Chillicothe, Southern and Zanesville) was awarded OBN full approval for the maximum period of five years in spring 2021 and will be due for the next review in spring 2026. The proposed Lancaster site would be included in this future OBN review. The AAS-N program was also fully accredited by the Accreditation Commission for Education in Nursing (ACEN) Fall 2023 for the maximum approval period. The proposed program expansion would be included in the next scheduled ACEN accreditation review in 2031. All current OHIO AAS-N program sites, as well as the proposed program expansion to the Lancaster campus, will utilize the same mission, philosophy, curriculum, policies and procedures across the school including minimal qualifications of instructors. Any changes to the AAS-N program apply to all offerings of the program regardless of location and faculty, staff, and administrators at all locations will be expected to participate in program review and accreditation when applicable.

Given the proximity to the Chillicothe and Zanesville campuses, there is some possibility of internal competition for prospective AAS-N students. Students who live in the Lancaster community and are interested in pursuing the AAS-N through Ohio University currently commute to either the Chillicothe or Zanesville program sites. Students from Fairfield County who do not pursue an AAS-N through OHIO have enrollment options at Hocking College (Nelsonville, OH), Columbus State Community College (Columbus, OH), or other private institutions/organizations within a similar commuting distance. Offering the AAS-N at Lancaster will provide an option for these students that will better support their ability to remain in their chosen community. Furthermore, clinical partners in Fairfield County such as Fairfield Medical Center have expressed specific need for AAS-N graduates to be increased to fulfill the workforce demands for registered nurses in the county and are supportive of the expansion to the Lancaster campus. CHSP will work with UCM to strategize specific marketing to the target high schools and the community for recruitment.

The School of Nursing already has continuing clinical contracts with facilities in the Lancaster Campus region and beyond to support clinical sites for the proposed program expansion. Additional clinical contracts are already being pursued in this region to support the newly launched BSN program at the Lancaster campus in order to support nursing student learning across the lifespan in a variety of clinical settings in the community and region in addition to acute care facilities. Admission to the Lancaster campus AAS-N major is anticipated for Fall 2026.

Char Miller, DNP, APRN, ANP-BC, CNE  
School of Nursing Executive Director  
740.593.4497  
millerc3@ohio.edu

John McCarthy, PhD  
Dean, College of Health Sciences and Professions  
740.593.4717  
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## **RESOURCES, FACILITIES, AND AFFORDABILITY COMMITTEE**



**OHIO**  
UNIVERSITY

## **Interoffice Communication**

**Date:** May 22, 2024

**To:** The President and Board of Trustees

**From:** Dr. John Day, Interim Vice President Finance & Administration and CFO

**Re:** **FY24 Financial Forecast and FY25 All Funds Operating Budget Resolution**

At our June meeting, we will be providing an overview of the FY24 financial forecast and presenting the FY25 All Funds Operating Budget for Board approval.

### **FY24 Financial Forecast**

The most significant variances that impact OHIO's current year base operating budget, based on our FY24 financial forecast, are detailed below:

**Net Tuition & Fees** (favorable +\$7.9M; +3.1%): The Fall 2023 incoming cohort of Athens undergraduate students was significantly higher than budgeted. Additionally, the University budgeted for a 0% tuition increase due to the uncertainty of the state biennial budget but was able to implement a 3% tuition increase for the incoming cohorts. This, combined with prior cohort retention rates, results in a \$10.8M positive variance for Athens Undergraduate net tuition. Regional Campus net tuition is projected \$1.8M higher than budget due to strong enrollment and the unbudgeted 3% tuition rate increase. Graduate tuition is projected to be lower than the budget by -\$4.7M.

**Room & Board** (favorable +6.5M; +6.0%): Higher enrollments have created favorable revenue variances for Housing (+\$3.6M) and Culinary Services (\$+2.9M). The additional students also create higher Housing expenses with a third-party for additional bed capacity to support the larger student body and higher expenses within Culinary Services. It is important to note that expenses to support the additional residents offset a portion of the revenues.

**Grants & Contracts** (unfavorable -\$6.1M; -9.5%): Current and anticipated new awards in FY24 project Grant and F&A revenue to be \$6.1M below budget. However, the FY24 forecast is in line with the FY23 actual results; the FY24 budget was too high.

**Investment Income** (favorable +\$2.2M; +31.0%): Favorable market activity has benefited us fiscal year-to-date. The forecast for the remainder of the year estimates returns exceeding budgeted rates.

**Internal & External Sales** (+favorable \$6.4M; +10.3%): Favorable variances are being realized in healthcare rebates and revenues from Athletics, Culinary, and Parking and Transportation.

These additional revenues, however, are offset by the following increases in expenses:

**Compensation & Benefits** (unfavorable +\$6.6M; -1.4%): Investments made in areas across the University required additional unbudgeted employees which partially offset the budgeted 3% compensation vacancy savings. The additional employees have driven higher variable benefit and healthcare costs. It is important to note that budgeted vacancy savings were \$12.1M; therefore, our strategy for budgeting vacancy savings is still effective.

**Supplies, Services, & Capital Costs** (unfavorable \$8.6M; -4.4%): Athletics is projecting a \$2.1M unfavorable variance due to increased travel expenses, refresh of supplies, uniforms, and equipment, and general inflationary increases. Maintenance is projecting a \$1.8M unfavorable variance due to the increased cost of supplies. Culinary & Housing are experiencing increased expenses, \$1.1M and \$0.5M respectively, to support the larger student body needs for room and board.

**Debt Service** (unfavorable +\$4.9M, +9.5%): The forecast for Debt Service reflects actual internal loans as of May.

### **FY25 All Funds Operating Budget**

The resolution facilitating approval of the FY25 All Funds Operating Budget will be presented as part of the Resources Committee. Our presentation will highlight that OHIO has balanced revenues and expenses in FY25 by bridging with reserves and remains focused on developing and implementing strategies to achieve a sustainable multi-year budget.

During the presentation, we will discuss trends within our revenue and expense categories.

OHIO's challenges to balance FY25 revenues and expenses within its Operating Activity are impacted by the following key drivers:

- Conservative 2024-25 (FY25) incoming cohort enrollment assumptions (4,350 new freshmen as opposed to the 4,500 in the last two years) due to uncertainty related to delays and issues caused by the rollout of the new FAFSA application form.
- Managing compensation costs on a higher employee base (including increases in healthcare while freezing employee premiums in response to inflation) and potential impacts of proposed FLSA minimum salary requirements.
- Inflationary increases non-compensation expenses - supplies, services, and travel.
- Projected decrease in SSI based on preliminary FY25 estimates provided by ODHE.

June 13, 2024

# Financial Update FY24 Forecast

Tab 28; pg 195

# FY24 Forecast - Variance Summary

OHIO Operating Units, All Sources, as of May 2024

(In Millions)

Budget Category	FY24 Budget	FY24 Forecast	Operations Impact
Net Tuition & Fees; Room & Board	363.4	377.8	14.4
State Appropriations	182.3	182.4	0.1
Gifts & Endowment Distributions	45.5	45.5	-
Grants & Contracts	64.1	58.0	(6.1)
Investment Income	7.1	9.3	2.2
Internal & External Sales	61.9	68.3	6.4
<b>Total Revenues</b>	<b>\$ 724.3</b>	<b>\$ 741.3</b>	<b>\$ 17.0</b>
Compensation	473.1	479.7	6.6
Supplies, Services, & Capital Costs	193.9	202.5	8.6
Debt Service	51.7	56.6	4.9
<b>Total Expenses</b>	<b>\$ 718.7</b>	<b>\$ 738.8</b>	<b>\$ 20.1</b>
<b>Results of Operations</b>	<b>\$ 5.6</b>	<b>\$ 2.5</b>	<b>\$ (3.1)</b>



# FY24 Forecast- Net Tuition & Fees, Room & Board

OHIO Operating Units, All Sources, as of May 2024

(In Millions)

Budget Category	FY24 Budget	FY24 Forecast	Operations Impact
<b>Net UG Tuition &amp; Fees - Athens</b>	<b>\$ 147.4</b>	<b>\$ 158.2</b>	<b>\$ 10.8</b>
Gross UG Tuition & Fees - Athens	239.9	250.8	10.9
UG Financial Aid- Athens	(92.5)	(92.6)	(0.1)
<b>Net UG Tuition &amp; Fees - Regionals</b>	<b>\$ 16.5</b>	<b>\$ 18.3</b>	<b>\$ 1.8</b>
Gross UG Tuition & Fees - Regionals	22.0	23.8	1.8
UG Financial Aid- Regionals	(5.5)	(5.5)	-
<b>Net Graduate Tuition &amp; Fees</b>	<b>\$ 91.2</b>	<b>\$ 86.5</b>	<b>\$ (4.7)</b>
Gross Graduate Tuition & Fees	121.4	118.5	(2.9)
Graduate Financial Aid	(30.2)	(32.0)	(1.8)
<b>Total Room &amp; Board</b>	<b>\$ 108.3</b>	<b>\$ 114.8</b>	<b>\$ 6.5</b>
Room	64.8	68.4	3.6
Board	43.5	46.4	2.9
<b>Net Tuition &amp; Fees, Room &amp; Board</b>	<b>\$ 363.4</b>	<b>\$ 377.8</b>	<b>\$ 14.4</b>

**FISCAL YEAR 2024-2025  
ALL FUNDS OPERATING BUDGET**

**RESOLUTION 2024 -**

**WHEREAS**, the University has completed its financial planning and consultation that resulted in a final recommendation for fiscal year 2024-2025 budgeted all funds operating revenues and expenses, and

**WHEREAS**, the University is providing the Board of Trustees with a final FY25 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 2024-25 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.

**Exhibit A**

**Proposed FY25 All Funds Operating Budget**

**Consolidated Operating Activity Budget (All Funds)**

REVENUES (in millions)		FY21	FY22	FY23	FY24	FY25
		Actuals	Actuals	Actuals	Forecast	Budget
1	State Appropriations	186.9	187.3	185.6	182.4	178.4
2	Gross Undergraduate Tuition & Fees	255.0	246.3	252.8	274.6	294.4
3	UG Student Financial Aid	(71.1)	(75.2)	(84.5)	(98.1)	(109.2)
4	Net Undergraduate Tuition & Fees	183.8	171.1	168.3	176.5	185.2
5	Gross Graduate Tuition & Fees	126.9	126.7	119.0	118.5	119.7
6	Graduate Student Financial Aid	(31.1)	(31.5)	(31.9)	(32.1)	(32.4)
7	Net Graduate Tuition & Fees	95.8	95.1	87.1	86.5	87.2
8	Room & Board	25.9	80.0	98.1	114.8	116.2
9	Grants & Contracts	91.6	71.5	45.2	47.1	47.8
10	Facilities & Admin Cost Recovery	8.8	9.6	10.6	10.9	11.4
11	Endowment Distributions	31.4	31.7	34.0	35.2	36.3
12	Contributions	9.2	12.1	21.5	10.3	10.3
13	Investment Income	12.7	0.5	6.6	9.3	9.6
14	Internal & External Sales	92.1	58.5	72.5	68.3	72.2
15	<b>Total Revenues</b>	<b>738.1</b>	<b>717.4</b>	<b>729.5</b>	<b>741.3</b>	<b>754.6</b>
16	Spending Authorization	-	-	-	-	-
17	<b>Total Revenues &amp; Revenue Allocation</b>	<b>738.1</b>	<b>717.4</b>	<b>729.5</b>	<b>741.3</b>	<b>754.6</b>
18	<b>Total Funding Transfers</b>	<b>(0.4)</b>	<b>(0.1)</b>	<b>0.0</b>	<b>-</b>	<b>-</b>
<b>EXPENSES</b>						
19	Total Salaries, Wages, & Other Payroll	316.9	327.1	336.9	350.4	360.1
20	Total Benefits	113.8	115.7	120.1	129.3	136.0
21	Supplies, Services, & Capital Costs	197.8	165.7	191.0	202.5	205.5
22	Internal Principal & Interest	62.7	66.7	56.9	56.6	64.3
23	External Debt Service - Principal	-	-	-	-	-
24	External Debt Service - Interest	-	-	-	-	-
25	Depreciation	-	-	-	-	-
26	<b>Total Direct Expenses</b>	<b>691.2</b>	<b>675.2</b>	<b>704.9</b>	<b>738.8</b>	<b>765.9</b>
27	Capital Cost Allocation	-	-	-	-	-
28	Contribution Margin	-	-	-	-	-
29	<b>Total Expenses &amp; Expense Allocations</b>	<b>691.2</b>	<b>675.2</b>	<b>704.9</b>	<b>738.8</b>	<b>765.9</b>
30	<b>Results of Operations</b>	<b>47.3</b>	<b>42.2</b>	<b>24.5</b>	<b>2.5</b>	<b>(11.3)</b>
<b>INVESTMENT TRANSFERS</b>						
31	Transfer To (From) Plant Fund	(3.7)	37.0	14.9	24.9	10.8
32	Transfer To (From) Quasi Endowments	9.6	4.1	5.4	6.7	1.6
33	Repair & Replacement Transfers	0.0	(0.0)	0.0	(0.4)	(2.8)
34	Internal Bank Transfers	0.2	0.1	(1.1)	-	-
35	<b>Total Investment Transfers</b>	<b>6.2</b>	<b>41.2</b>	<b>19.3</b>	<b>31.2</b>	<b>9.6</b>
36	Total Transfers To (From) Reserve	41.2	1.0	5.2	(28.7)	(20.9)
37	<b>Adjusted Net Results</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Exhibit B**

**Proposed FY25 All Funds Operating Budget**

**Consolidated Activity Budget Breakdown (All Funds)**

REVENUES (in millions)		Auxiliaries	College of Medicine	Regional Campuses	Athens Campus	FY25 Budget
1	State Appropriations	-	26.9	16.6	134.9	178.4
2	Gross Undergraduate Tuition & Fees	-	0.1	25.2	269.0	294.4
3	UG Student Financial Aid	(31.1)	(0.0)	(5.7)	(72.3)	(109.2)
4	Net Undergraduate Tuition & Fees	(31.1)	0.1	19.5	196.7	185.2
5	Gross Graduate Tuition & Fees	-	52.1	-	67.5	119.7
6	Graduate Student Financial Aid	(0.0)	(5.8)	-	(26.6)	(32.4)
7	Net Graduate Tuition & Fees	(0.0)	46.3	-	40.9	87.2
8	Room & Board	116.2	-	-	-	116.2
9	Grants & Contracts	0.0	5.7	3.1	39.0	47.8
10	Facilities & Admin Cost Recovery	-	2.1	0.4	8.9	11.4
11	Endowment Distributions	0.2	2.1	0.9	33.1	36.3
12	Contributions	1.1	0.4	0.7	8.2	10.3
13	Investment Income	-	-	-	9.6	9.6
14	Internal & External Sales	20.4	0.7	0.4	50.7	72.2
15	<b>Total Revenues</b>	<b>106.7</b>	<b>84.3</b>	<b>41.7</b>	<b>521.9</b>	<b>754.6</b>
16	Spending Authorization	22.5	-	0.5	(23.0)	-
17	<b>Total Revenues &amp; Revenue Allocation</b>	<b>129.2</b>	<b>84.3</b>	<b>42.1</b>	<b>498.9</b>	<b>754.6</b>
18	<b>Total Funding Transfers</b>	<b>7.3</b>	<b>(2.4)</b>	<b>0.2</b>	<b>(5.1)</b>	<b>(0.0)</b>
<b>EXPENSES</b>						
19	Total Salaries, Wages, & Other Payroll	33.6	37.0	20.9	268.6	360.1
20	Total Benefits	12.0	12.6	8.4	103.0	136.0
21	Supplies, Services, & Capital Costs	44.8	16.6	6.1	138.0	205.5
22	Internal Principal & Interest	15.1	10.5	0.5	38.1	64.3
23	External Debt Service - Principal	-	-	-	-	-
24	External Debt Service - Interest	-	-	-	-	-
25	Depreciation	-	-	-	-	-
26	<b>Total Direct Expenses</b>	<b>105.4</b>	<b>76.8</b>	<b>35.9</b>	<b>547.7</b>	<b>765.9</b>
27	Capital Cost Allocation	-	-	-	-	-
28	Contribution Margin	10.7	10.4	5.5	(26.6)	-
29	<b>Total Expenses &amp; Expense Allocations</b>	<b>116.1</b>	<b>87.2</b>	<b>41.5</b>	<b>521.1</b>	<b>765.9</b>
30	<b>Results of Operations</b>	<b>5.8</b>	<b>(0.5)</b>	<b>0.5</b>	<b>(17.0)</b>	<b>(11.3)</b>
<b>INVESTMENT TRANSFERS</b>						
31	Transfer To (From) Plant Fund	9.0	2.9	1.5	(2.6)	10.8
32	Transfer To (From) Quasi Endowments	-	0.0	(0.0)	1.6	1.6
33	Repair & Replacement Transfers	(1.5)	(0.3)	(0.9)	(0.0)	(2.8)
34	Internal Bank Transfers	-	-	-	-	-
35	<b>Total Investment Transfers</b>	<b>7.5</b>	<b>2.6</b>	<b>0.5</b>	<b>(1.0)</b>	<b>9.6</b>
36	Total Transfers To (From) Reserve	(1.8)	(4.4)	(1.5)	(13.1)	(20.9)
37	<b>Adjusted Net Results</b>	<b>0.1</b>	<b>1.3</b>	<b>1.5</b>	<b>(2.9)</b>	<b>-</b>

June 13, 2024

# **Financial Update**

# **FY25 All Funds Operating Budget**

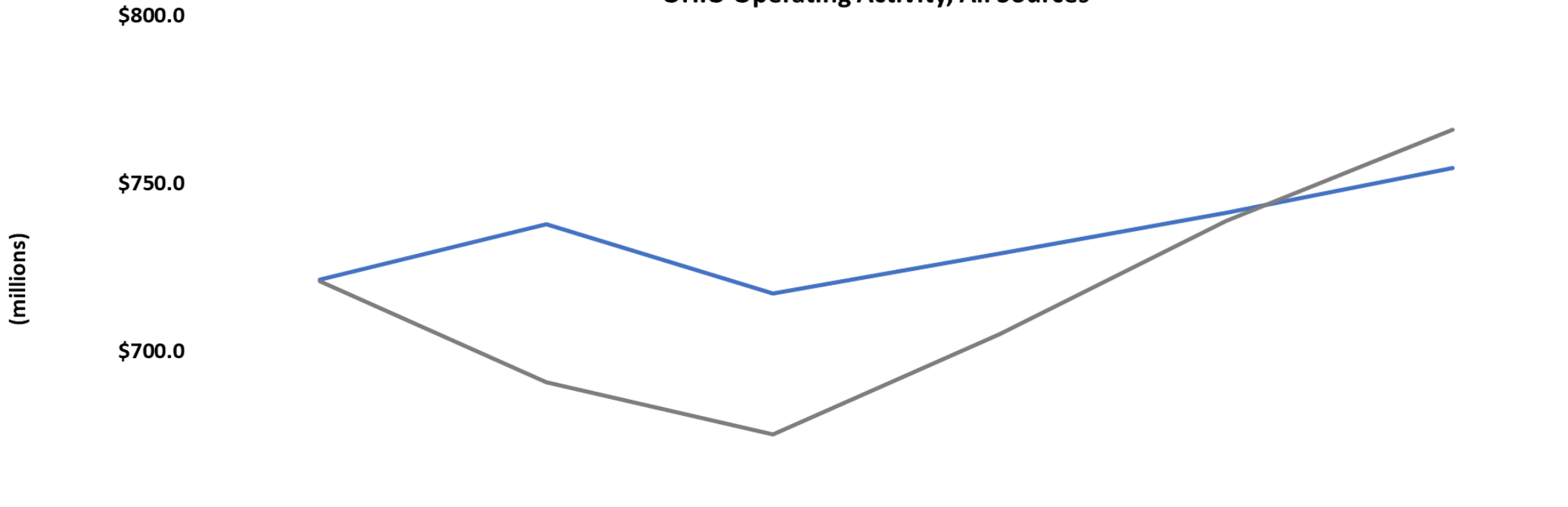
# **Resolution**

**Tab 29; pg 201**

# FY25 Budget

*Multi-Year Revenues & Expenses (in millions)*

**OHIO Operating Activity, All Sources**

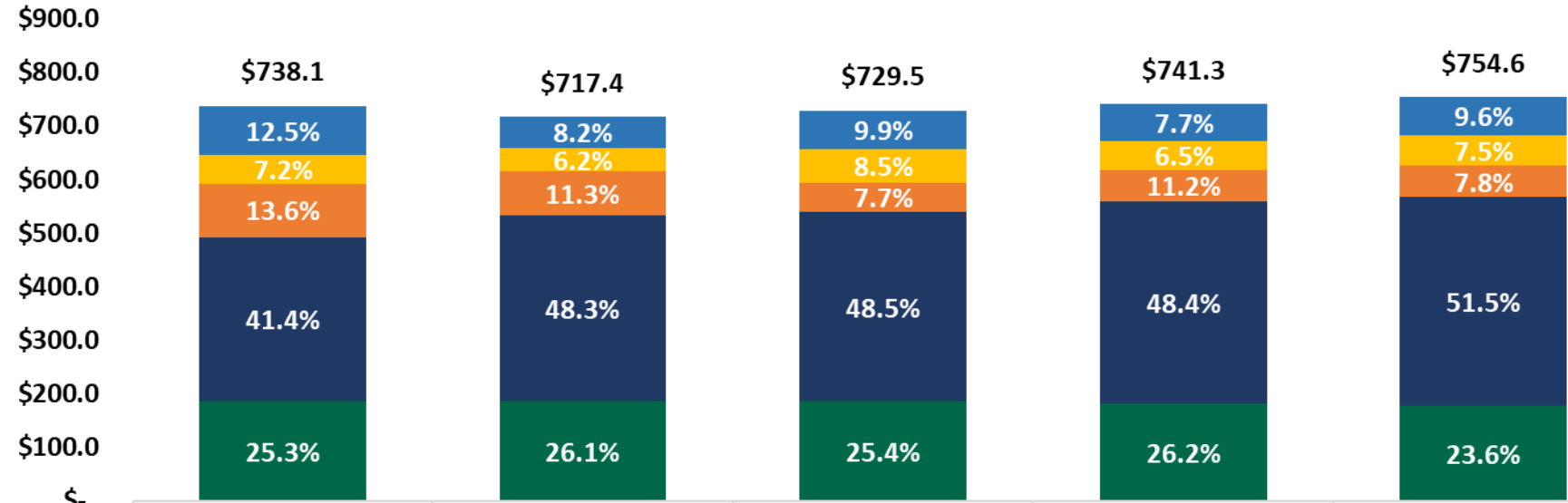


	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Forecast	FY25 Budget
Revenues	\$721.3	\$737.8	\$717.1	\$729.2	\$741.3	\$754.6
Expenses	\$720.7	\$690.8	\$675.2	\$704.9	\$738.8	\$765.9
Results of Operations	\$0.6	\$47.0	\$41.9	\$24.3	\$2.5	-\$11.3

# FY25 Budget & Multi-Year Planning

## Multi-Year Revenue Trends

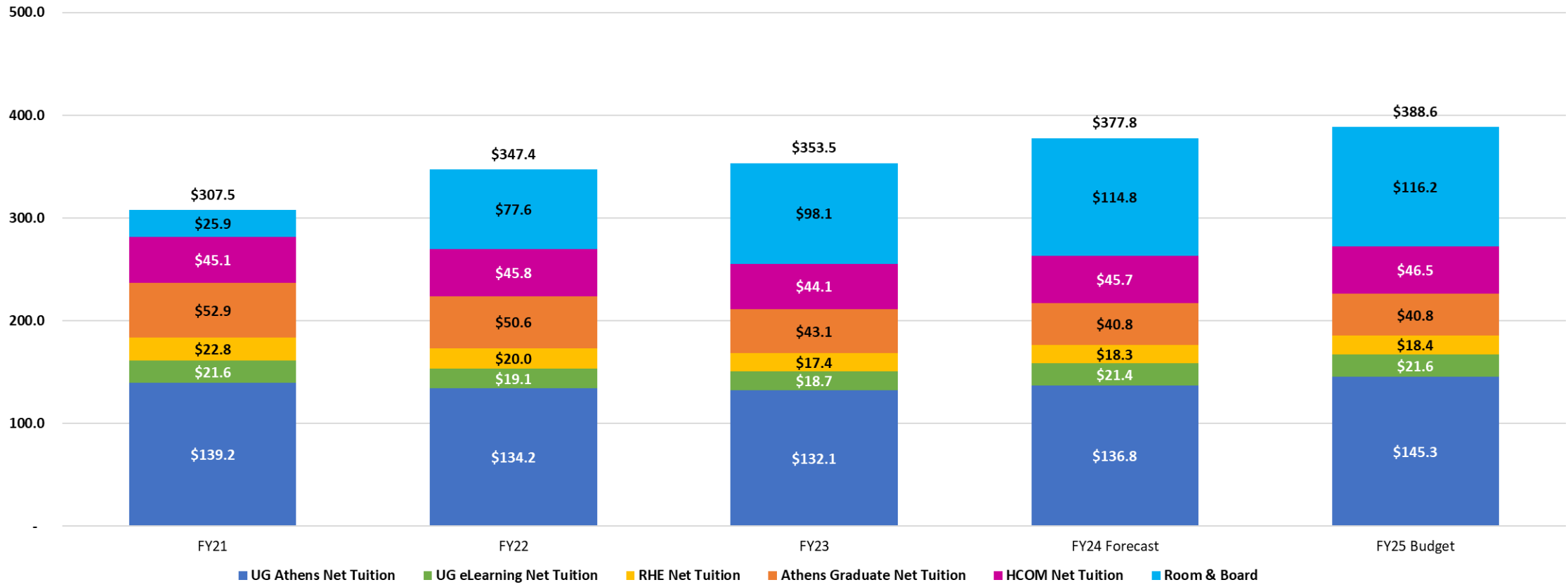
Summary of Revenue Sources  
(in millions)



	FY21	FY22	FY23	FY24 Forecast	FY25 Budget
Internal & External Sales	\$92.1	\$58.5	\$72.5	\$68.3	\$72.2
Private Support	\$53.3	\$44.2	\$62.0	\$54.8	\$56.3
Grants/F&A	\$100.3	\$81.1	\$55.8	\$58.1	\$59.2
Net Tuition, Fees, Room & Board	\$305.5	\$346.2	\$353.5	\$377.8	\$388.6
State Appropriations	\$186.9	\$187.3	\$185.6	\$182.4	\$178.4
<b>TOTAL</b>	<b>\$738.1</b>	<b>\$717.4</b>	<b>\$729.5</b>	<b>\$741.3</b>	<b>\$754.6</b>

# FY25 Budget & Multi-Year Planning

*Net Tuition, Fees, Room & Board (millions)*

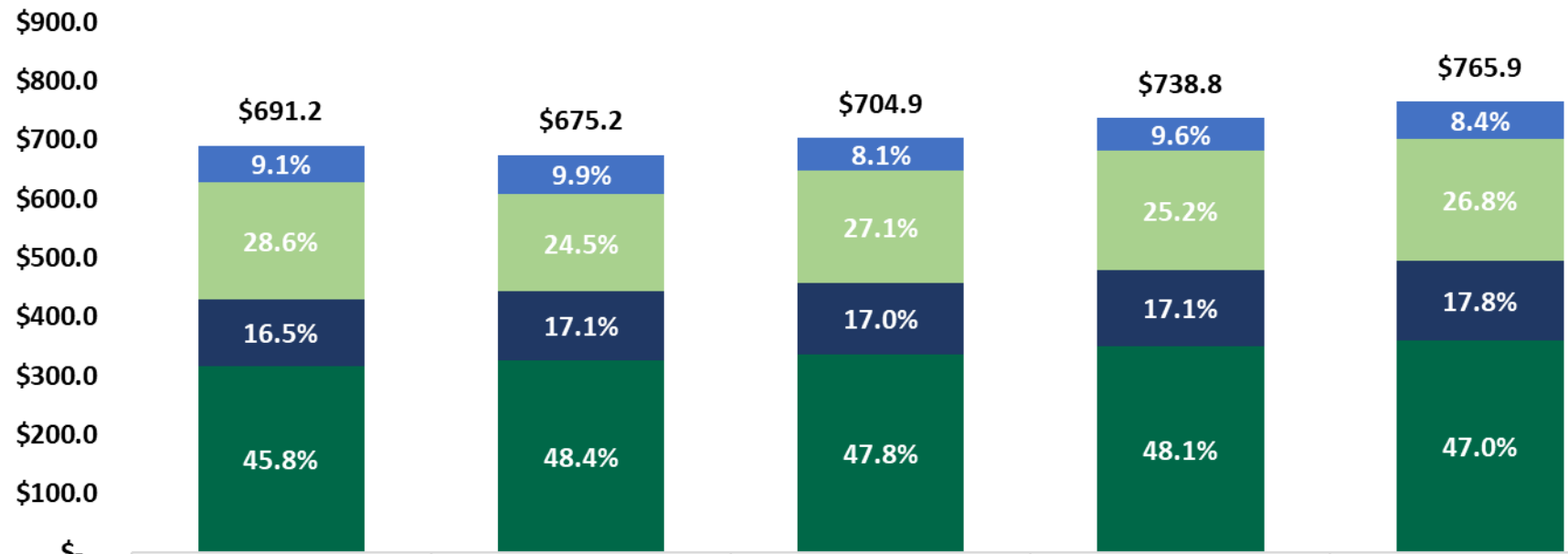




# FY25 Budget & Multi-Year Planning

## Multi-Year Expense Trends

Summary of Direct Expenses  
(in millions)



	FY21	FY22	FY23	FY24 Forecast	FY25 Budget
Internal Principal & Interest	\$62.7	\$66.7	\$56.9	\$56.6	\$64.3
Supplies, Services, & Capital Costs	\$197.8	\$165.7	\$191.0	\$202.5	\$205.5
Benefits	\$113.8	\$115.7	\$120.1	\$129.3	\$136.0
Salaries & Wages	\$316.9	\$327.1	\$336.9	\$350.4	\$360.1
<b>TOTAL</b>	<b>\$691.2</b>	<b>\$675.2</b>	<b>\$704.9</b>	<b>\$738.8</b>	<b>\$765.9</b>

# FY25 All Funds Operating Budget Resolution

Tab 29; pg 206

**FISCAL YEAR 2024-2025  
ALL FUNDS OPERATING BUDGET**

**RESOLUTION 2024 -**

**WHEREAS**, the University has completed its financial planning and consultation that resulted in a final recommendation for fiscal year 2024-2025 budgeted all funds operating revenues and expenses, and

**WHEREAS**, the University is providing the Board of Trustees with a final FY25 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 2024-25 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.

# Exhibit A

# FY25 All Funds Operating Budget

# FY21-FY25

REVENUES (in millions)		FY21	FY22	FY23	FY24	FY25
		Actuals	Actuals	Actuals	Forecast	Budget
1	State Appropriations	186.9	187.3	185.6	182.4	178.4
2	Gross Undergraduate Tuition & Fees	255.0	246.3	252.8	274.6	294.4
3	UG Student Financial Aid	(71.1)	(75.2)	(84.5)	(98.1)	(109.2)
4	Net Undergraduate Tuition & Fees	183.8	171.1	168.3	176.5	185.2
5	Gross Graduate Tuition & Fees	126.9	126.7	119.0	118.5	119.7
6	Graduate Student Financial Aid	(31.1)	(31.5)	(31.9)	(32.1)	(32.4)
7	Net Graduate Tuition & Fees	95.8	95.1	87.1	86.5	87.2
8	Room & Board	25.9	80.0	98.1	114.8	116.2
9	Grants & Contracts	91.6	71.5	45.2	47.1	47.8
10	Facilities & Admin Cost Recovery	8.8	9.6	10.6	10.9	11.4
11	Endowment Distributions	31.4	31.7	34.0	35.2	36.3
12	Contributions	9.2	12.1	21.5	10.3	10.3
13	Investment Income	12.7	0.5	6.6	9.3	9.6
14	Internal & External Sales	92.1	58.5	72.5	68.3	72.2
15	<b>Total Revenues</b>	<b>738.1</b>	<b>717.4</b>	<b>729.5</b>	<b>741.3</b>	<b>754.6</b>
16	Spending Authorization	-	-	-	-	-
17	<b>Total Revenues &amp; Revenue Allocation</b>	<b>738.1</b>	<b>717.4</b>	<b>729.5</b>	<b>741.3</b>	<b>754.6</b>

18	<b>Total Funding Transfers</b>	<b>(0.4)</b>	<b>(0.1)</b>	<b>0.0</b>	<b>-</b>	<b>-</b>
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EXPENSES		FY21	FY22	FY23	FY24	FY25
19	Total Salaries, Wages, & Other Payroll	316.9	327.1	336.9	350.4	360.1
20	Total Benefits	113.8	115.7	120.1	129.3	136.0
21	Supplies, Services, & Capital Costs	197.8	165.7	191.0	202.5	205.5
22	Internal Principal & Interest	62.7	66.7	56.9	56.6	64.3
23	External Debt Service - Principal	-	-	-	-	-
24	External Debt Service - Interest	-	-	-	-	-
25	Depreciation	-	-	-	-	-
26	<b>Total Direct Expenses</b>	<b>691.2</b>	<b>675.2</b>	<b>704.9</b>	<b>738.8</b>	<b>765.9</b>
27	Capital Cost Allocation	-	-	-	-	-
28	Contribution Margin	-	-	-	-	-
29	<b>Total Expenses &amp; Expense Allocations</b>	<b>691.2</b>	<b>675.2</b>	<b>704.9</b>	<b>738.8</b>	<b>765.9</b>

30	<b>Results of Operations</b>	<b>47.3</b>	<b>42.2</b>	<b>24.5</b>	<b>2.5</b>	<b>(11.3)</b>
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INVESTMENT TRANSFERS		FY21	FY22	FY23	FY24	FY25
31	Transfer To (From) Plant Fund	(3.7)	37.0	14.9	24.9	10.8
32	Transfer To (From) Quasi Endowments	9.6	4.1	5.4	6.7	1.6
33	Repair & Replacement Transfers	0.0	(0.0)	0.0	(0.4)	(2.8)
34	Internal Bank Transfers	0.2	0.1	(1.1)	-	-
35	<b>Total Investment Transfers</b>	<b>6.2</b>	<b>41.2</b>	<b>19.3</b>	<b>31.2</b>	<b>9.6</b>

36	Total Transfers To (From) Reserve	41.2	1.0	5.2	(28.7)	(20.9)
37	<b>Adjusted Net Results</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Exhibit B

# FY25 All Funds Operating Budget

## Breakdown

### Planning Assumptions:

- 4,350 incoming freshman
- 3% UG Tuition rate increase
- 2.5% SSI decrease
- 4.6% Room & Board rate increase
- 2% Raise Pool
- 17% Internal Standard Benefit Rate increase

REVENUES (in millions)		Auxiliaries	College of Medicine	Regional Campuses	Athens Campus	FY25 Budget
1	State Appropriations	-	26.9	16.6	134.9	178.4
2	Gross Undergraduate Tuition & Fees	-	0.1	25.2	269.0	294.4
3	UG Student Financial Aid	(31.1)	(0.0)	(5.7)	(72.3)	(109.2)
4	Net Undergraduate Tuition & Fees	(31.1)	0.1	19.5	196.7	185.2
5	Gross Graduate Tuition & Fees	-	52.1	-	67.5	119.7
6	Graduate Student Financial Aid	(0.0)	(5.8)	-	(26.6)	(32.4)
7	Net Graduate Tuition & Fees	(0.0)	46.3	-	40.9	87.2
8	Room & Board	116.2	-	-	-	116.2
9	Grants & Contracts	0.0	5.7	3.1	39.0	47.8
10	Facilities & Admin Cost Recovery	-	2.1	0.4	8.9	11.4
11	Endowment Distributions	0.2	2.1	0.9	33.1	36.3
12	Contributions	1.1	0.4	0.7	8.2	10.3
13	Investment Income	-	-	-	9.6	9.6
14	Internal & External Sales	20.4	0.7	0.4	50.7	72.2
15	<b>Total Revenues</b>	<b>106.7</b>	<b>84.3</b>	<b>41.7</b>	<b>521.9</b>	<b>754.6</b>
16	Spending Authorization	22.5	-	0.5	(23.0)	-
17	<b>Total Revenues &amp; Revenue Allocation</b>	<b>129.2</b>	<b>84.3</b>	<b>42.1</b>	<b>498.9</b>	<b>754.6</b>

18	<b>Total Funding Transfers</b>	<b>7.3</b>	<b>(2.4)</b>	<b>0.2</b>	<b>(5.1)</b>	<b>(0.0)</b>
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EXPENSES						
19	Total Salaries, Wages, & Other Payroll	33.6	37.0	20.9	268.6	360.1
20	Total Benefits	12.0	12.6	8.4	103.0	136.0
21	Supplies, Services, & Capital Costs	44.8	16.6	6.1	138.0	205.5
22	Internal Principal & Interest	15.1	10.5	0.5	38.1	64.3
23	External Debt Service - Principal	-	-	-	-	-
24	External Debt Service - Interest	-	-	-	-	-
25	Depreciation	-	-	-	-	-
26	<b>Total Direct Expenses</b>	<b>105.4</b>	<b>76.8</b>	<b>35.9</b>	<b>547.7</b>	<b>765.9</b>
27	Capital Cost Allocation	-	-	-	-	-
28	Contribution Margin	10.7	10.4	5.5	(26.6)	-
29	<b>Total Expenses &amp; Expense Allocations</b>	<b>116.1</b>	<b>87.2</b>	<b>41.5</b>	<b>521.1</b>	<b>765.9</b>

30	<b>Results of Operations</b>	<b>5.8</b>	<b>(0.5)</b>	<b>0.5</b>	<b>(17.0)</b>	<b>(11.3)</b>
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INVESTMENT TRANSFERS						
31	Transfer To (From) Plant Fund	9.0	2.9	1.5	(2.6)	10.8
32	Transfer To (From) Quasi Endowments	-	0.0	(0.0)	1.6	1.6
33	Repair & Replacement Transfers	(1.5)	(0.3)	(0.9)	(0.0)	(2.8)
34	Internal Bank Transfers	-	-	-	-	-
35	<b>Total Investment Transfers</b>	<b>7.5</b>	<b>2.6</b>	<b>0.5</b>	<b>(1.0)</b>	<b>9.6</b>

36	Total Transfers To (From) Reserve	(1.8)	(4.4)	(1.5)	(13.1)	(20.9)
37	<b>Adjusted Net Results</b>	<b>0.1</b>	<b>1.3</b>	<b>1.5</b>	<b>(2.9)</b>	<b>-</b>



**OHIO**  
UNIVERSITY

## **Interoffice Communication**

**Date:** May 22, 2024

**To:** The President and Board of Trustees

**From:** John Day, Interim Vice President of Finance & Administration

**Re:** **Tuition and Fee Resolutions**

At the June Resources meeting, we will be bringing forward two resolutions related to tuition and fee rates for FY25 as follows:

Consistent with the Executive Budget Group's rate recommendations and legislative caps of 3% on tuition and 5.6% on Room and Board, we are presenting two resolutions for Board action at the June Resources Committee meeting:

- A resolution for tuition and fee increases as follows:
  - A 3% increase in the Athens undergraduate tuition guarantee rates and a 3% increase in the non-resident fee
  - A 3% increase in the Regional undergraduate tuition guarantee rates and a 3% increase in the non-resident fee
  - A 4.6% increase in guaranteed room rates and a 4.6% increase in the guaranteed board rates
  - A 3% increase in the Heritage College of Medicine instructional and medical resource fees, and a 10% increase in the non-resident fee
  
- A resolution for other fee changes, including off-campus graduate program fees, undergraduate course fees, and non-guarantee room and board rates as detailed below.
  - Graduate Program Fees are used to increase the amount of tuition paid in off-campus graduate programs 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:

College of Health Sciences – Doctor of Nursing Practice – Nurse Anesthesia Program  
 – This is a new program with a proposed fee of \$670/CH to bring the total cost up to a competitive level compared to other in-state programs.

- Course fees are generally not created under our guarantee structure and not allowed by ODHE with a few specific exceptions including opt-out fees, study away fees, certification fees and aviation fees. We are including a request to approve a \$265 course fee for the RHE Lancaster undergraduate Engineering Technology 2230 course that falls under the certification fee exception. This fee will provide students access to take an online simulation and to test for the MSSC CPT credential. This credential is an industry standard in the field for safety, maintenance, manufacturing, and quality.
- The final set of fees are related to the room and board rates for non-guarantee students. These rates have not been increased in ten years and are now 15-29% below the rates for guarantee students. Since these rates are not charged to all students and these students are not required to stay in the residence halls or take a meal plan, the rates are not subject to legislative caps. We have created a plan to increase these rates by up to 12.6% for the next three to five years to achieve parity with the guarantee rates. The plan will have little student impact since the vast majority of the students subject to these rates are part of the Chubu program where students only study here for one semester. The full plan for increases is shown below and assumes an annual 4.6% maximum rate increase throughout the plan period. After five years, all of the room rates are in line and after three years the board rates are in line with the guarantee Room and Board table.

ROOM RATES	2023-24		2024-25		2025-26		2026-27		2027-28		2028-29	
Non-Guarantee	Per Semester		Per Semester		Per Semester		Per Semester		Per Semester		Per Semester	
Standard Single	3,997	0.00%	3,997	4.60%	4,181	4.60%	4,373	4.60%	4,574	4.60%	4,785	4.60%
Renovated Single	4,258	9.60%	4,667	9.60%	5,115	9.60%	5,606	9.60%	5,976	9.60%	6,251	9.60%
Suite Single	4,258	9.60%	4,667	9.60%	5,115	9.60%	5,606	9.60%	6,144	9.60%	6,549	9.60%
Standard Double	3,256	9.60%	3,569	9.60%	3,911	9.60%	4,287	9.60%	4,570	9.60%	4,780	9.60%
Renovated Double	3,469	10.60%	3,837	10.60%	4,243	9.60%	4,651	9.60%	5,097	9.60%	5,587	9.60%
Suite Double/Triple	3,692	12.60%	4,157	12.60%	4,681	11.60%	5,224	10.60%	5,778	10.60%	6,390	10.60%
Multi-Occupancy with A/C	3,037	10.60%	3,359	9.60%	3,681	9.60%	4,035	6.60%	4,301	4.60%	4,499	4.60%
Renovated Multi-Occupancy	3,236	9.60%	3,547	9.60%	3,887	9.60%	4,260	6.60%	4,541	6.60%	4,841	6.60%
Super Single	5,708	4.60%	5,971	4.60%	6,245	4.60%	6,532	4.60%	6,833	4.60%	7,147	4.60%
Super Double	5,106	4.60%	5,341	4.60%	5,587	4.60%	5,844	4.60%	6,112	4.60%	6,394	4.60%

BOARD RATES	2023-24		2024-25		2025-26		2026-27	
Non-Guarantee	Per Semester		Per Semester		Per Semester		Per Semester	
10 Meal Plan	1,881	6.38%	2,001	10.60%	2,213	10.60%	2,448	10.60%
14 Meal Plan	2,177	5.42%	2,295	9.60%	2,515	9.60%	2,757	9.60%
20 Meal Plan	2,325	5.42%	2,451	9.60%	2,686	9.60%	2,944	9.60%
14 Meal Plan - Flex	2,878	6.36%	3,061	10.60%	3,385	10.60%	3,744	10.60%
20 Meal Plan - Flex	3,211	6.35%	3,415	10.60%	3,777	10.60%	4,177	10.60%

**FISCAL YEAR 2024-25**  
**OHIO UNIVERSITY**  
**ACADEMIC YEAR 2024-25 TUITION, FEE AND RATE INCREASES**

**RESOLUTION 2024 -**

**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**, the proposed tuition and general fee increase for the incoming OHIO Guarantee cohorts is consistent with legislative mandates set forth in Ohio Revised Code Section 3345.48; and

**WHEREAS**, all tuition, fee and rate increases must be authorized and consistent with legislation enacted in Am. Sub. H.B. 33 of the 135<sup>th</sup> General Assembly and effective July 4, 2023, which caps tuition increases at 3% and Room and Board rates at 5.6%; and

**WHEREAS**, the appropriate planning and consultations within the University have been completed, resulting in the recommendations for a 3% increase in the Athens undergraduate tuition guarantee rates and a 3% increase in the non-resident fee (see Exhibit A); and

**WHEREAS**, the appropriate planning and consultations within the University have been completed, resulting in the recommendations for a 3% increase in the Regional undergraduate tuition guarantee rates and a 3% increase in the non-resident fee (see Exhibit B); and

**WHEREAS**, the appropriate planning and consultations within the University have been completed, resulting in the recommendations for a 4.6% increase in guaranteed room rates and a 4.6% increase in the guaranteed board rates (see Exhibits C and D); and

**WHEREAS**, the appropriate planning and consultations within the University have been completed, resulting in the recommendations for a 3% increase in the Heritage College of Medicine instructional and medical resource fees, and a 10% increase in the non-resident fees to position the college more competitively with our Ohio medical school peer's rate of non-resident tuition (see Exhibit E).

**NOW THEREFORE, BE IT RESOLVED** that the Board of Trustees adopts the fee schedules attached hereto as Exhibits A through E, effective Fall Semester 2024.

**Exhibit A**

OHIO UNIVERSITY  
**FY 2025 Tuition Schedule - Guarantee Students**  
**Athens Campus Undergraduate Tuition**  
**2024-25 OHIO Guarantee Students**  
 (PER SEMESTER)  
**UNDERGRADUATE STUDENTS**

<b>Credit Hours</b>	<b>Instructional Fees</b>	<b>General Fees</b>	<b>Resident Total</b>	<b>Non-Resident Surcharge</b>	<b>Non-Resident Total</b>	<b>Career &amp; Experiential Learning Fee</b>
1	592	66	658	524	1,182	9
2	1,184	132	1,316	1,048	2,364	18
3	1,776	198	1,974	1,572	3,546	27
4	2,368	264	2,632	2,096	4,728	36
5	2,960	330	3,290	2,620	5,910	45
6	3,552	396	3,948	3,144	7,092	54
7	4,144	462	4,606	3,668	8,274	63
8	4,736	528	5,264	4,192	9,456	72
9	5,328	594	5,922	4,716	10,638	81
10	5,920	660	6,580	5,240	11,820	90
11	5,920	660	6,580	5,240	11,820	99
12-20	6,259	712	6,971	5,340	12,311	108

\* Beyond 20 Hours: Resident Fee is \$327/hr. and Non-Resident Fee is \$613/hr.



**Exhibit B**

OHIO UNIVERSITY  
**FY 2025 Tuition Schedule - Guarantee Students**  
**Regional Campus Undergraduate Tuition**  
**2024-25 OHIO Guarantee Students**  
 (PER SEMESTER)  
**UNDERGRADUATE STUDENTS**

Credit Hours	Instructional Fees	General Fees	Resident Total	Non-Resident Surcharge	Non-Resident Total	Career & Experiential Learning Fee
1	275	3	278	140	418	6
2	550	6	556	280	836	12
3	825	9	834	420	1,254	18
4	1,100	12	1,112	560	1,672	24
5	1,375	15	1,390	700	2,090	30
6	1,650	18	1,668	840	2,508	36
7	1,925	21	1,946	980	2,926	42
8	2,200	24	2,224	1,120	3,344	48
9	2,475	27	2,502	1,260	3,762	54
10	2,750	30	2,780	1,400	4,180	60
11	2,917	30	2,947	1,541	4,488	66
12-20	3,076	33	3,109	1,541	4,650	72

\* Beyond 20 Hours: Resident Fee is \$155/hr. and Non-Resident Fee is \$215/hr.

**EXHIBIT C**

OHIO UNIVERSITY

**FY 2025 Room Rates**

**2024-25 OHIO Guarantee Students**

<b>Room Type</b>	<b>Rate per Semester</b>
Standard Single	\$ 4,133
Renovated Single	\$ 5,408
Suite Single	\$ 5,635
Super Single	\$ 5,970
Standard Double	\$ 4,133
Renovated Double	\$ 4,787
Suite Doubles & Triples	\$ 5,512
Super Double	\$ 5,340
Standard Multi-Occupancy	\$ 3,894
Renovated Multi-Occupancy	\$ 4,149

**EXHIBIT D**

OHIO UNIVERSITY

**FY 2025 Board Rates**

**2024-25 OHIO Guarantee Students**

<b>Board Plan Type</b>	<b>Rate per Semester</b>	
10 Meal Plan (second year and above)	\$	2,313
14 Meal Plan	\$	2,575
20 Meal Plan	\$	2,750
14 Meal Plan - Flex	\$	3,509
20 Meal Plan - Flex	\$	3,912

**Exhibit E**

OHIO UNIVERSITY  
**HCOM Rate Increases**

(PER SEMESTER)

	<b>2023-24</b>	<b>2024-25</b>	<b>% Increase</b>
Instructional Fee	\$ 19,282	\$ 19,860	3%
Non-Resident Fee	\$ 8,860	\$ 9,750	10%
Medical Resource Fee	\$ 617	\$ 635	3%
General Fee	\$ 639	\$ 639	0%
Ohio Resident Total	\$ 20,538	\$ 21,134	3%
Out-of-State Resident Total	\$ 29,398	\$ 30,884	5%

**FISCAL YEAR 2024-25**  
**OHIO UNIVERSITY**  
**ACADEMIC YEAR 2024-25 TUITION, FEE AND RATE INCREASES**

**RESOLUTION 2024 --**

**WHEREAS**, the appropriate planning and consultations within the University have been completed, resulting in the recommendations for creating a new program fee for the Doctor of Nursing Practice – Nurse Anesthesia Program at \$670 per credit to cover the cost of this new program as detailed in Exhibit A; and

**WHEREAS**, the appropriate planning and consultations within the University have been completed, resulting in the recommendations for creating a pass-through course fee of \$265 for the Engineering Technology 2230 course on the Lancaster campus to cover access to an online simulation and certification test, as detailed in Exhibit B; and

**WHEREAS**, room and board rates for non-guarantee students have not been increased in ten years and are now 15-29% below the rates for guarantee students; and these rates are not subject to legislative caps; and a plan has been created to increase these rates by up to 12.6% for the next three to five years to achieve parity with the guarantee rates as detailed in Exhibit C; and

**WHEREAS**, the increases in course fees in Exhibit B require the review and approval of the Chancellor of the Ohio Department of Higher Education.

**NOW THEREFORE, BE IT RESOLVED** that the Board of Trustees adopts the fee schedules attached hereto as Exhibits A, B and C, effective Fall Semester 2024, pending approval of the Chancellor of the Ohio Department of Higher Education as noted above.

Exhibit A

OHIO UNIVERSITY  
**Changes to FY 2025 Student Tuition & Fee Schedule**  
**GRADUATE OFF CAMPUS PROGRAMS**  
(PER CREDIT HOUR)

**Proposed Fees (Graduate Off Campus Rate Structure)**

College	Program	Instructional Fee	General Fee	Program Fee	Special Svcs / Materials Fee	Resident Total	Non-Resident Surcharge	Non-Resident Total
Health Sciences & Professions	Doctor of Nursing Practice - Nurse Anesthesia Program	\$ 505	\$ 78	\$ 670	\$ -	\$ 1,253	\$ 19	\$ 1,272

**Exhibit B**

OHIO UNIVERSITY  
**Changes to FY 2025 Course Fees**  
(PER CREDIT HOUR)

College	Course	COURSE NAME	Current Course Fee	Proposed Course Fee
RHE - Lancaster	ENGT 2230	Automation and Robotics I	\$ -	\$ 265

**Exhibit C**

OHIO UNIVERSITY

**Changes to FY 2025 Non-Guarantee Housing Fees**

<b>ROOM RATES</b>	<b>Existing 2023-24</b>	<b>New 2024-25</b>	
<b>Non-Guarantee</b>	<b>Per Semester</b>	<b>Per Semester</b>	<b>Change</b>
Standard Single	3,997	3,997	0.0%
Renovated Single	4,258	4,667	9.6%
Suite Single	4,258	4,667	9.6%
Standard Double	3,256	3,569	9.6%
Renovated Double	3,469	3,837	10.6%
Suite Double/Triple	3,692	4,157	12.6%
Multi-Occupancy with A/C	3,037	3,359	10.6%
Renovated Multi-Occupancy	3,236	3,547	9.6%
Super Single	5,708	5,971	4.6%
Super Double	5,106	5,341	4.6%

<b>BOARD RATES</b>	<b>Existing 2023-24</b>	<b>New 2024-25</b>	
<b>Non-Guarantee</b>	<b>Per Semester</b>	<b>Per Semester</b>	
10 Meal Plan	1,881	2,001	6.38%
14 Meal Plan	2,177	2,295	5.42%
20 Meal Plan	2,325	2,451	5.42%
14 Meal Plan - Flex	2,878	3,061	6.36%
20 Meal Plan - Flex	3,211	3,415	6.35%



June 13, 2024

# **FY25 Tuition and Fees Resolutions**

**Tab 30; pg 221 Tuition, Fee and Rate Increases**

**Tab 31; pg 217 Additional Fee Changes**

# Tuition, Fee and Rate Increases Resolution

Tab #; pg

This resolution includes:

- Exhibit A - 3% increase in the Athens undergraduate tuition guarantee rates and the non-resident fee
- Exhibit B - 3% increase in the Regional undergraduate tuition guarantee rates and the non-resident fee
- Exhibit C - 4.6% increase in guaranteed room rates
- Exhibit D - 4.6% increase in guaranteed board rates
- Exhibit E - 3% increase in the Heritage College of Medicine instructional and medical resource fees, and a 10% increase in the non-resident fee

FISCAL YEAR ~~2024~~-25  
OHIO UNIVERSITY

ACADEMIC YEAR ~~2024~~-25 TUITION, FEE AND RATE INCREASES

RESOLUTION ~~2024~~ -

**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**, the proposed tuition and general fee increase for the incoming OHIO Guarantee cohorts is consistent with legislative mandates set forth in Ohio Revised Code Section 3345.48; and

**WHEREAS**, all tuition, fee and rate increases must be authorized and consistent with legislation enacted in Am. Sub. H.B. 33 of the 135<sup>th</sup> General Assembly and effective July 4, 2023, which caps tuition increases at 3% and Room and Board rates at 5.6%; and

**WHEREAS**, the appropriate planning and consultations within the University have been completed, resulting in the recommendations for a 3% increase in the Athens undergraduate tuition guarantee rates and a 3% increase in the non-resident fee (see Exhibit A); and

**WHEREAS**, the appropriate planning and consultations within the University have been completed, resulting in the recommendations for a 3% increase in the Regional undergraduate tuition guarantee rates and a 3% increase in the non-resident fee (see Exhibit B); and

**WHEREAS**, the appropriate planning and consultations within the University have been completed, resulting in the recommendations for a 4.6% increase in guaranteed room rates and a 4.6% increase in the guaranteed board rates (see Exhibits C and D); and

**WHEREAS**, the appropriate planning and consultations within the University have been completed, resulting in the recommendations for a 3% increase in the Heritage College of Medicine instructional and medical resource fees, and a 10% increase in the non-resident fees to position the college more competitively with our Ohio medical school peer's rate of non-resident tuition (see Exhibit E).

**NOW THEREFORE, BE IT RESOLVED** that the Board of Trustees adopts the fee schedules attached hereto as Exhibits A through E, effective Fall Semester 2024.

# Additional Fee Changes Resolution

Tab #; pg

This resolution includes:

- Exhibit A - a \$670/CH Program Fee established for the new Nurse Anesthesia Program
- Exhibit B - a new Course Fee for RHE Lancaster Engineering Technology 2230 to cover a certification fee
- Exhibit C - Increasing room and board rates for non-guarantee students by up to 12.6% over the next three to five years; rates have not increased in ten years and are now 15-29% below the rates for guarantee students; planned increases will achieve parity with the guarantee rates

FISCAL YEAR 2024-25  
OHIO UNIVERSITY

ACADEMIC YEAR 2024-25 TUITION, FEE AND RATE INCREASES

RESOLUTION 2024 --

**WHEREAS**, the appropriate planning and consultations within the University have been completed, resulting in the recommendations for creating a new program fee for the Doctor of Nursing Practice – Nurse Anesthesia Program at \$670 per credit to cover the cost of this new program as detailed in Exhibit A; and

**WHEREAS**, the appropriate planning and consultations within the University have been completed, resulting in the recommendations for creating pass-through course fees for Engineering Technology courses on the Lancaster campus to cover access to an online library of resources and online simulation, as detailed in Exhibit B; and

**WHEREAS**, room and board rates for non-guarantee students have not been increased in ten years and are now 15-29% below the rates for guarantee students; and these rates are not subject to legislative caps; and a plan has been created to increase these rates by up to 12.6% for the next three to five years to achieve parity with the guarantee rates as detailed in Exhibit C; and

**WHEREAS**, the increases in course fees in Exhibit B require the review and approval of the Chancellor of the Ohio Department of Higher Education.

**NOW THEREFORE, BE IT RESOLVED** that the Board of Trustees adopts the fee schedules attached hereto as Exhibits A, B and C, effective Fall Semester 2024, pending approval of the Chancellor of the Ohio Department of Higher Education as noted above.

# **ESTABLISHMENT OF UNIVERSITY QUASI-ENDOWMENTS**

## **Extension of the UNDERGRADUATE SCHOLARSHIP MATCH PROGRAM and Creation of the GRADUATE APPOINTMENT MATCH PROGRAM**

### **RESOLUTION 2024 --**

**WHEREAS**, The Board of Trustees of Ohio University is responsible for oversight of the financial condition of the institution, and

**WHEREAS**, the Board of Trustees has the ability to establish quasi-endowments, or funds functioning as endowments, to be utilized at the discretion of the University, and

**WHEREAS**, The Ohio University Foundation Board of Trustees and, specifically, the Investment Committee is entrusted by The Board of Trustees of Ohio University with the oversight to invest funds established as University quasi-endowments, and

**WHEREAS**, University quasi-endowments are invested alongside endowments of the University and The Ohio University Foundation and managed in accordance with The Ohio University Foundation's investment policy and spending policy, and

**WHEREAS**, the Undergraduate Scholarship Match Program, initially established in July 2013 and revised most recently in May 2020, was scheduled to continue as a \$25 million matching program that provides \$.50 in quasi-endowed scholarship funds for every dollar committed to eligible scholarship endowments from July 1, 2013 to June 30, 2024, and

**WHEREAS**, subject to program requirements, match eligible endowments provide renewable undergraduate scholarship awards that are designated either to a campus, a college or university-wide. Donors may also specify whether awards are based on merit, need and/or talent, with the specifics of those terms defined at the University's discretion, and

**WHEREAS**, the program parameters further provide that:

- Donors may designate a preference for scholarship funds to be directed to particular academic departments, programs, or majors. The University will endeavor to meet the donors' stated preference while reserving the right to award funds at the college-level or university-wide basis in the event that eligible recipients who meet the donor preference cannot be identified in any given year.
- Other donor preferences, including but not limited to geographic restrictions, may be considered on a case-by-case basis, but must be broad enough to provide for easily-administered scholarships with an ample number of eligible recipients, and

**WHEREAS**, the program has been well received by donors and beneficial to the University in encouraging the establishment of scholarship endowments that will support University undergraduate students into perpetuity, and

**WHEREAS**, the program was previously scheduled to expire on June 30, 2024, but an extension of the program is desirable while future fundraising strategies are refined.

**NOW THEREFORE, BE IT RESOLVED** that the Board of Trustees of Ohio University approves the extension of the Undergraduate Student Matching Program to accommodate donor gifts and pledge payments made on or before June 30, 2026.

**BE IT FURTHER RESOLVED** that the Board of Trustees of Ohio University hereby approves the creation of the Graduate Appointment Match Program, which will provide renewable graduate awards that support all types of graduate aid at the University's discretion and will otherwise follow the program parameters approved for the Undergraduate Scholarship Match Program.

**BE IT FURTHER RESOLVED** that the Board of Trustees of Ohio University hereby approves the establishment of the above listed quasi-endowment funds in accordance with the revised and expanded program parameters.

**BE IT FURTHER RESOLVED** that the Treasurer of Ohio University, be and hereby is, directed and authorized to administer policies and procedures to manage these quasi-endowments.



**OHIO**  
UNIVERSITY

## **Interoffice Communication**

**Date:** May 22, 2024

**To:** The President and Board of Trustees

**From:** John Day, Interim Vice President for Finance and Administration, CFO and Treasurer  
Lyn Redington, Vice President for Student Affairs and Interim Vice President for University  
Advancement President and CEO of the Ohio University Foundation

**Re:** **Extension and Expansion of the Undergraduate Scholarship Match Program**

### **Executive Summary**

Included on the Resources Committee Agenda for the June 2024 Board of Trustees meeting is a request to extend and expand the parameters used to establish University quasi-endowments through the Undergraduate Scholarship Match Program. Executive staff recommend that the match program be extended through June 30, 2026 and be expanded to include support for graduate students.

### **Program History and Parameters**

At the August 2013 meeting, the University Board of Trustees approved the Undergraduate Scholarship Match Program, reflecting Ohio University's commitment to making a significant investment in support of the university's core mission. Specifically, the Board of Trustees approved the use of \$25.0 million as a matching program, which provides \$.50 in quasi-endowed scholarship funds for every donor dollar committed to eligible scholarship endowments. The program was revised and expanded several times and is currently governed by the following board-approved parameters:

- To be match-eligible, an endowed fund must provide renewable undergraduate scholarship awards that are designated either to a campus, a college or university-wide. Targeted programs (Cutler, Appalachian, Urban Scholars) are also match-eligible.
- Donors may also specify whether awards are based on merit, need and/or talent, with the specifics of those terms defined at the University's discretion.
- Donors may designate a preference for scholarship funds to be directed to particular academic departments, programs, or majors. The University will endeavor to meet the stated preference while reserving the right to award funds at the college- or university-wide level in the event that eligible recipients who meet the donor preference cannot be identified in any given year.

- Other donor preferences, including but not limited to geographic restrictions, may be considered on a case-by-case basis, but must be broad enough to provide for easily-administered scholarships with an ample number of eligible recipients.
- Named match-eligible accounts are established only with a donor commitment of at least \$25,000 for endowments that benefit the Athens campus, or \$15,000 for endowments that benefit regional campuses. Donors with lower giving capacities may still participate in the match program by giving to the unnamed university-wide match eligible scholarship endowment, or to the unnamed match-eligible scholarship endowment established for each campus and college.
- Match funds are not limited by college or campus. Instead, they are made available university-wide on a first come, first served basis.
- Match funds are transferred to quasi-endowment accounts as external scholarship dollars are received by The Ohio University Foundation.
- Donor gifts and pledge payments made on or before June 30, 2024 will be matched, unless and until the \$25.0 million match commitment is exhausted.

### **Program Status**

As of March 31, 2024, the Undergraduate Scholarship Match Program includes 363 accounts collectively valued at \$52.2M. This includes gifts totaling \$27.9M and university match funds of \$14.0M. The FY25 endowment distribution from these accounts will total \$1.5M.

### **Recommended Extension and Expansion**

At this time, executive staff recommend the following:

- Extend the Undergraduate Scholarship Match Program to include donor gifts and pledge payments made on or before June 30, 2026, while keeping the remaining program parameters intact.
  - This program encourages donors to direct their gifts to timeless, easily-administered scholarship endowments that support OHIO students in perpetuity.
- Create a Graduate Appointment Match Program, which would provide \$.50 in quasi-endowed funds for every donor dollar committed to eligible graduate appointment endowments. To be match-eligible, an endowed fund must provide renewable graduate awards that support all types of graduate aid (e.g. stipends, tuition scholarships, and/or fellowships) at the University's discretion. These endowments would also follow all other requirements currently in place for the Undergraduate Scholarship Match Program.
  - This program would support the University's efforts to maintain its Carnegie R1 designation, which is measured by expenditures supporting research and development, conferral of research doctoral degrees and employment of Ph.D.-level personnel engaged in research.

### **Quasi-Endowments Definition and Process**

Quasi-endowments are financial instruments established by a governing board using funds that are not endowed by a donor but intended to function like an endowment, including pooled investment of the funds within a typical endowment asset allocation. The University accomplishes this by entrusting oversight of quasi-endowment funds, like endowment funds, to the Foundation's Board of Trustees and, more specifically, its Investment Committee. The goal of quasi-endowments is to further the institution's strategic priorities.

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

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



June 13, 2024

# **Extend/Revise Scholarship Match Program**

**Tab 32; pg 229**

# Undergraduate Scholarship Match Program Overview

- Program Dates: July 1, 2013 to June 30, 2024
- Provides match of \$0.50 for each \$1.00 gifted
- Eligibility criteria
  - Renewable undergraduate scholarships
  - May require a campus, college or targeted program (Cutler, Appalachian, Urban Scholars), or may designate university-wide
  - May restrict based on merit, need and/or talent
  - May include a preference with ample recipients

# Program Status

As of March 31, 2024



- 363 Individual Endowment Funds
- Across All Campuses and Colleges\*



- Donor Gifts = \$27.9M
- University Match = \$14.0M



- Endowment Market Value = \$52.2M
- FY25 Distribution for Scholarships = \$1.5M

\*with undergraduate programs

# Recommendation

## Undergraduate Scholarships

- Extend to June 30, 2026
- No other changes to existing program parameters
- More support for OHIO students forever

## Graduate Appointments

- Adds new giving option
- Follows existing undergraduate match program requirements
- Supports OHIO's R1 status

# Extend/Revise Scholarship Match Program Resolution

Tab 32; pg 224

## ESTABLISHMENT OF UNIVERSITY QUASI-ENDOWMENTS

### Extension of the UNDERGRADUATE SCHOLARSHIP MATCH PROGRAM and Creation of the GRADUATE APPOINTMENT MATCH PROGRAM

#### RESOLUTION 2024 --

**WHEREAS**, The Board of Trustees of Ohio University is responsible for oversight of the financial condition of the institution, and

**WHEREAS**, the Board of Trustees has the ability to establish quasi-endowments, or funds functioning as endowments, to be utilized at the discretion of the University, and

**WHEREAS**, The Ohio University Foundation Board of Trustees and, specifically, the Investment Committee is entrusted by The Board of Trustees of Ohio University with the oversight to invest funds established as University quasi-endowments, and

**WHEREAS**, University quasi-endowments are invested alongside endowments of the University and The Ohio University Foundation and managed in accordance with The Ohio University Foundation's investment policy and spending policy, and

**WHEREAS**, the Undergraduate Scholarship Match Program, initially established in July 2013 and revised most recently in May 2020, was scheduled to continue as a \$25 million matching program that provides \$.50 in quasi-endowed scholarship funds for every dollar committed to eligible scholarship endowments from July 1, 2013 to June 30, 2024, and

**WHEREAS**, subject to program requirements, match eligible endowments provide renewable undergraduate scholarship awards that are designated either to a campus, a college or university-wide. Donors may also specify whether awards are based on merit, need and/or talent, with the specifics of those terms defined at the University's discretion, and

**WHEREAS**, the program parameters further provide that:

- Donors may designate a preference for scholarship funds to be directed to particular academic departments, programs, or majors. The University will endeavor to meet the donors' stated preference while reserving the right to award funds at the college-level or university-wide basis in the event that eligible recipients who meet the donor preference cannot be identified in any given year.
- Other donor preferences, including but not limited to geographic restrictions, may be considered on a case-by-case basis, but must be broad enough to provide for easily-administered scholarships with an ample number of eligible recipients, and

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

**RESOLUTION 2024 -**

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

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

**WHEREAS**, the following projects are presented for Board approval:

**Modification of Design & Construction Requests:**

Capital Project Budget & Authorized Expenditures			
Project	Previous	Current	Total
OUZ Herrold Hall Nursing Labs Renovation II	\$1,443,750	\$75,000	\$1,518,750

**Design & Construction Requests:**

Capital Project Budget & Authorized Expenditures	
Project	Current
Bush Airport New Hangar Construction	\$1,950,000
Convocation Center Lower Flat Roof Replacement	\$1,000,000
Morton Hall Elevator Repairs	\$640,000
West Green Chilled Water Plant Equipment Updates	\$550,000

**NOW THEREFORE, BE IT RESOLVED** that the Ohio University Board of Trustees approves the requests described above; authorizes the receipt of appropriate bids or proposals; and authorizes the President, the 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.



**OHIO**  
UNIVERSITY

**Interoffice Communication**

**Date:** May 22, 2024

**To:** The President and Board of Trustees

**From:** John Day, Interim Vice President Finance & Administration, CFO and Treasurer  
Jon Cozad, Associate Vice President of Design and Construction

**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 Authorized Expenditures	Previously Approved	Current Budget Action	Total Approved Project Budget
<i>Budget Amendment &amp; Approval to Undertake Construction</i>						
OUZ Herrold Hall Nursing Labs Renovation II	\$ 1,443,750	\$ 75,000	\$ 1,518,750	\$ 1,443,750	\$ 75,000	\$ 1,518,750
<i>Approval to Undertake Design through Construction</i>						
Bush Airport New Hangar Construction		\$ 1,950,000	\$ 1,950,000		\$ 1,950,000	\$ 1,950,000
Convocation Center Lower Flat Roof Replacement		\$ 1,000,000	\$ 1,000,000		\$ 1,000,000	\$ 1,000,000
Morton Hall Elevator Repairs		\$ 640,000	\$ 640,000		\$ 640,000	\$ 640,000
West Green Chilled Water Plant Equipment Updates		\$ 550,000	\$ 550,000		\$ 550,000	\$ 550,000

**Current Project Approval Request Information**

- OUZ Herrold Hall Nursing Labs Renovation II – This \$1.5M project will create purpose-built space for academic and hands-on lab instruction by providing program enhancements related to facilities and addressing critical deferred maintenance needs. The scope of this project will include interior renovation and reconfiguration encompassing approximately 4,600 square feet, including creation of three nursing simulation labs, two testing labs and two tech support spaces. Also included are upgrades to restrooms, lighting and additional supporting infrastructure and finishes along with replacement of select HVAC equipment. Ongoing increases in the construction market necessitate this request for a budget amendment

of \$75K to accomplish the intended scope that meets programmatic needs. This project is funded by internal bank financing and regional higher education departmental reserves.

- Bush Airport New Hangar Construction – This \$1.9M project will create a safe and secure storage facility for University owned and private aircraft. This project will provide new hangar space for 16 aircraft, thereby enabling future renovation of the existing zero hangar. The additional hangar space will also increase revenue for the airport through additional lease income and increased Fixed-Base Operator (FBO) service usage. This project is funded by federal and state grants and departmental reserves.
- Convocation Center Lower Flat Roof Replacement – This \$1M will replace the membrane flat roof sections on the Convocation Center to prevent water intrusion to the facility. This project is funded by deferred maintenance century bond funding.
- Morton Hall Elevator Repairs – This \$640K will modernize the existing elevator in Morton Hall which is original to the building. This project is funded by deferred maintenance century bond funding.
- West Green Chilled Water Plant Equipment Updates – This \$550K project will renew and replace critical equipment to ensure un-interrupted utility service from the West Green Chilled Water Plant. This project is funded by century bond residuals and departmental funding.



June 13, 2024

# Capital Projects Update

**Resolution**

**Tab 33; pg 237**

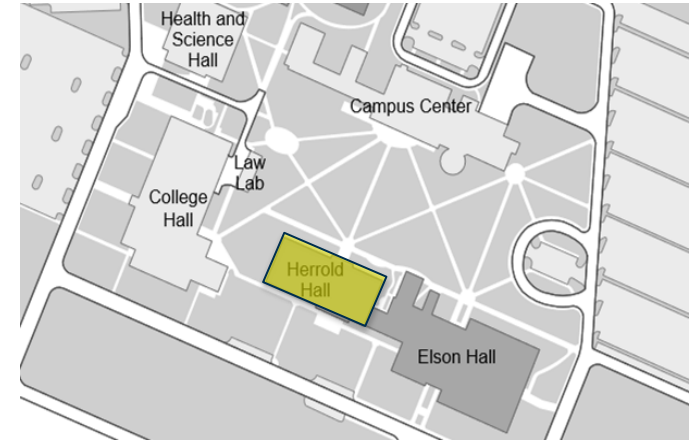
# Facilities Project Summary

Phase	Number of Projects	Budget	Expenditures
0 - Conceptual	11	\$ 10,000	\$ -
1 - PreDesign	12	\$ 7,343,443	\$ 8,198
2 - Design	24	\$ 192,072,013	\$ 2,434,387
3 - Construction	36	\$ 205,398,292	\$ 48,803,918
4 - Closeout	56	\$ 125,388,121	\$ 115,837,299
<b>Grand Total</b>	<b>139</b>	<b>\$ 530,211,869</b>	<b>\$ 167,083,801</b>

# Approvals Requested

PROJECT	Authorized Expenditures			Project Budget		
	Previously Approved	Current Action	Total Approved Authorized Expenditures	Previously Approved	Current Budget Action	Total Approved Project Budget
<b><i>Budget Amendment &amp; Approval to Undertake Construction</i></b>						
Ouz Herrold Hall Nursing Labs Renovation II	\$ 1,443,750	\$ 75,000	\$ 1,518,750	\$ 1,443,750	\$ 75,000	\$ 1,518,750
<b><i>Approval to Undertake Design through Construction</i></b>						
Bush Airport New Hangar Construction		\$ 1,950,000	\$ 1,950,000		\$ 1,950,000	\$ 1,950,000
Convocation Center Lower Flat Roof Replacement		\$ 1,000,000	\$ 1,000,000		\$ 1,000,000	\$ 1,000,000
Morton Hall Elevator Repairs		\$ 640,000	\$ 640,000		\$ 640,000	\$ 640,000
West Green Chilled Water Plant Equipment Updates		\$ 550,000	\$ 550,000		\$ 550,000	\$ 550,000

# Ouz Herrold Hall Nursing Labs Renovation II



Board of Trustees-October 2023

OHIO UNIVERSITY

## Ouz Herrold Hall Nursing Labs Renovation II

	Design	Construction	Authorized Expenditures	Approved Budget
Previous Board Budget Approvals	\$ -	\$ -	\$ -	\$ -
<b>Current Board Request:</b>	\$ 216,563	\$ 1,227,187	\$ 1,443,750	\$ 1,443,750
<b>Sub-Totals</b>	\$ 216,563	\$ 1,227,187	\$ 1,443,750	\$ 1,443,750
<i>Board Actions:</i>				
Fund Sources				
Internal Bank Financing	\$ 216,563	\$ 1,227,187	\$ 1,443,750	
<b>Sub-Totals</b>	\$ 216,563	\$ 1,227,187	\$ 1,443,750	

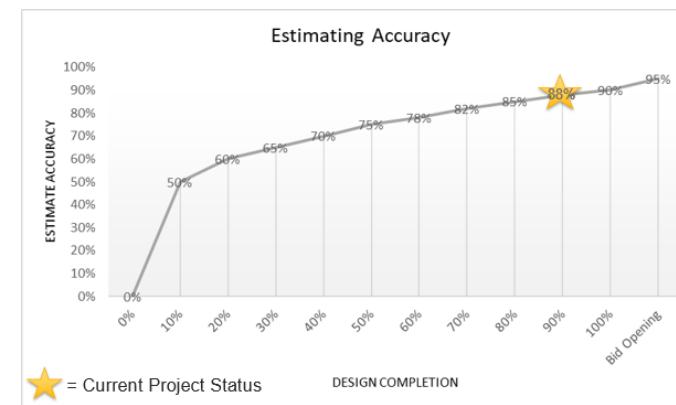
Fiscal Year	FY24	FY25
Schedule	●	●
Activity	Design	Construction

\* Based on data from AACE Cost Estimate Classification System

# Ouz Herrold Hall Nursing Labs Renovation II

	Design	Construction	Authorized Expenditures	Approved Budget
Previous Board Budget Approvals	\$ 216,563	\$ 1,227,187	\$ 1,443,750	\$ 1,443,750
<b>Current Board Request:</b>		\$ 75,000	\$ 75,000	\$ 75,000
<b>Sub-Totals</b>	\$ 216,563	\$ 1,302,187	\$ 1,518,750	\$ 1,518,750
<i>Board Actions: 2023-4106</i>				
<b>Fund Sources</b>				
Gift Bridge Loan	\$ 216,563	\$ 1,227,187	\$ 1,443,750	
Departmental Funding -RHE		\$ 75,000	\$ 75,000	
<b>Sub-Totals</b>	\$ 216,563	\$ 1,302,187	\$ 1,518,750	

Fiscal Year	FY24	FY25
Schedule		
Activity	Pre-Construction	Construction





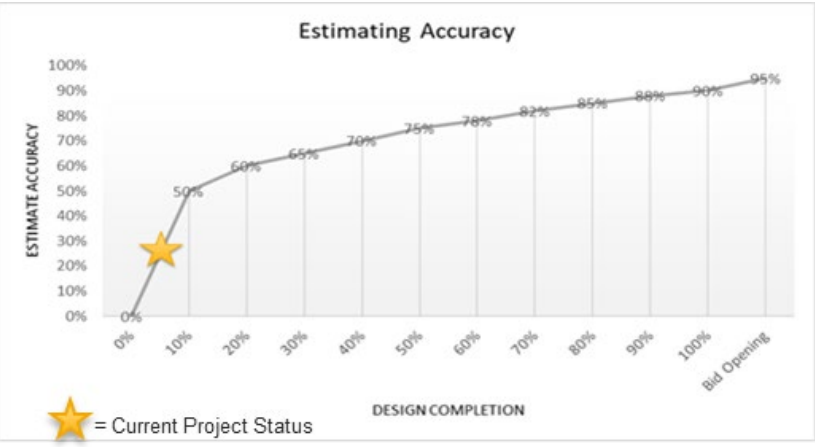
# Bush Airport New Hangar Construction



# Bush Airport New Hangar Construction

	Design	Construction	Authorized Expenditures	Approved Budget
Previous Board Budget Approvals			\$ -	
<b>Current Board Request:</b>	\$ 292,500	\$ 1,657,500	\$ 1,950,000	\$ 1,950,000
<b>Sub-Totals</b>	\$ 292,500	\$ 1,657,500	\$ 1,950,000	\$ 1,950,000
<i>Board Actions:</i>				
<b>Fund Sources</b>				
Department Reserves	\$ 292,500	\$ 427,350	\$ 719,850	
External Funding-Federal Grants		\$ 1,178,000	\$ 1,178,000	
External Funding-State Grants		\$ 52,150	\$ 52,150	
<b>Sub-Totals</b>	\$ 292,500	\$ 1,657,500	\$ 1,950,000	

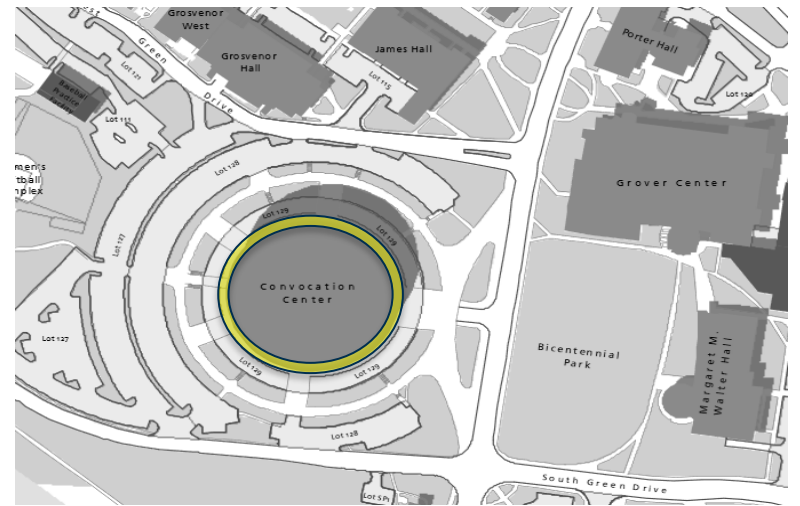
Fiscal Year	FY25	FY26
Schedule		
Activity	Pre-Construction	Construction



\* Based on data from AACE Cost Estimate Classification System



# Convocation Center Lower Flat Roof Replacement





# Convocation Center Lower Flat Roof Replacement

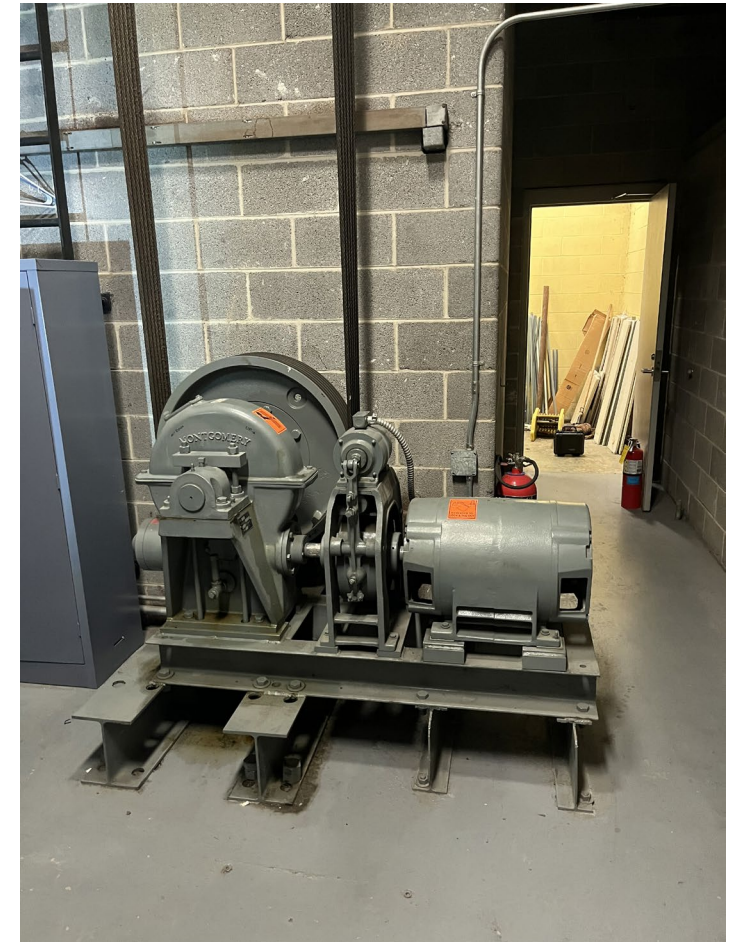
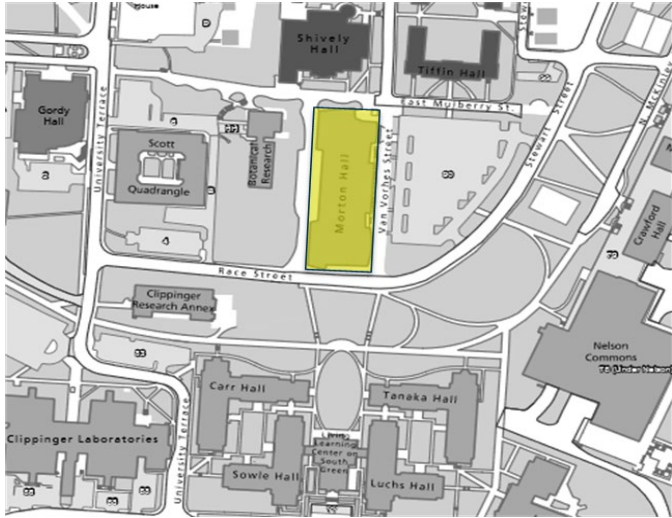
	Design	Construction	Authorized Expenditures	Approved Budget
Previous Board Budget Approvals			\$ -	
<b>Current Board Request:</b>	\$ 150,000	\$ 850,000	\$ 1,000,000	\$ 1,000,000
<b>Sub-Totals</b>	\$ 150,000	\$ 850,000	\$ 1,000,000	\$ 1,000,000
<i>Board Actions:</i>				
Fund Sources				
Century Bond	\$ 150,000	\$ 850,000	\$ 1,000,000	
<b>Sub-Totals</b>	\$ 150,000	\$ 850,000	\$ 1,000,000	

Fiscal Year	FY25	FY26
Schedule		
Activity	Pre-Construction	Construction



\* Based on data from AACE Cost Estimate Classification System

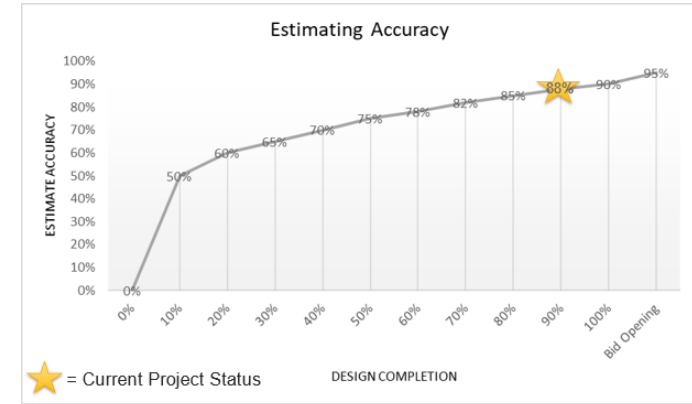
# Morton Hall Elevator Repairs



# Morton Hall Elevator Repairs

	Design	Construction	Authorized Expenditures	Approved Budget
Previous Board Budget Approvals			\$ -	
<b>Current Board Request:</b>	\$ 96,000	\$ 544,000	\$ 640,000	\$ 640,000
<b>Sub-Totals</b>	\$ 96,000	\$ 544,000	\$ 640,000	\$ 640,000
<i>Board Actions:</i>				
<b>Fund Sources</b>				
Century Bond	\$ 96,000	\$ 544,000	\$ 640,000	
<b>Sub-Totals</b>	\$ 96,000	\$ 544,000	\$ 640,000	

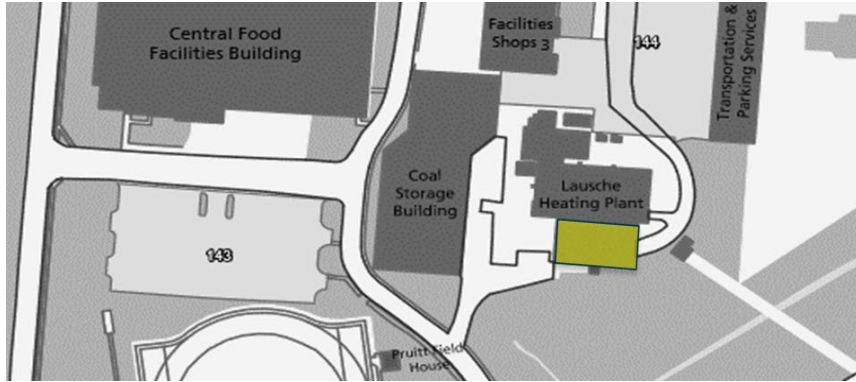
Fiscal Year	FY24	FY25	FY26
Schedule			
Activity	Pre-Construction		Construction



\* Based on data from AACE Cost Estimate Classification System



# West Green Chilled Water Plant Equipment Updates



# West Green Chilled Water Plant Equipment Updates

	Design	Construction	Authorized Expenditures	Approved Budget
Previous Board Budget Approvals			\$ -	
<b>Current Board Request:</b>	\$ 82,500	\$ 467,500	\$ 550,000	\$ 550,000
<b>Sub-Totals</b>	\$ 82,500	\$ 467,500	\$ 550,000	\$ 550,000
<i>Board Actions:</i>				
<b>Fund Sources</b>				
Departmental Funding-Utilities	\$ 82,500	\$ 217,500	\$ 300,000	
Century Bond Residuals		\$ 250,000	\$ 250,000	
<b>Sub-Totals</b>	\$ 82,500	\$ 467,500	\$ 550,000	

Fiscal Year	FY24	FY25
Schedule		
Activity	Pre-Construction Construction	



\* Based on data from AACE Cost Estimate Classification System



# Capital Projects Approval

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

**RESOLUTION 2023 -**

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

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

**WHEREAS**, the following projects are presented for Board approval:

**Modification of Design & Construction Requests:**

Capital Project Budget & Authorized Expenditures			
Project	Previous	Current	Total
OUZ Herrold Hall Nursing Labs Renovation II	\$1,443,750	\$75,000	\$1,518,750

**Design & Construction Requests:**

Capital Project Budget & Authorized Expenditures	
Project	Current
Bush Airport New Hangar Construction	\$1,950,000
Convocation Center Lower Flat Roof Replacement	\$1,000,000
Morton Hall Elevator Repairs	\$640,000
West Green Chilled Water Plant Equipment Updates	\$550,000

**NOW THEREFORE, BE IT RESOLVED** that the Ohio University Board of Trustees approves the requests described above; authorizes the receipt of appropriate bids or proposals; and authorizes the President, the 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.

**APPROVAL OF THE OHIO UNIVERSITY  
FY25 ANNUAL CAPITAL IMPROVEMENT PLAN  
RESOLUTION 2024 -**

**WHEREAS**, the University's Capital Planning Team has undertaken the update of the University's FY25 Annual Capital Improvement Plan within a comprehensive campus context, and

**WHEREAS**, the FY25 Capital Improvement Plan 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 the FY25 Capital Improvement Plan and made recommendation to the President, and

**WHEREAS**, the FY25 Annual Capital Improvement Plan has been approved by the President; and

**WHEREAS**, the Vice President for Finance and Administration, with approval of the President, is authorized to make plan adjustments required due to changes in project priority, emergent needs, or available resources.

**NOW THEREFORE, BE IT RESOLVED** that the Ohio University Board of Trustees does hereby approve the attached FY25 Annual Capital Improvement Plan.



**OHIO**  
UNIVERSITY

## **Interoffice Communication**

**Date:** May 22, 2024

**To:** The President and Board of Trustees

**From:** John Day, Interim Vice President of Finance & Administration and CFO  
Jon Cozad, Associate Vice President of Design and Construction

**Re:** **FY25 Capital Improvement Plan (CIP)**

At the June Board of Trustees meeting we will present for approval the FY25 update to the Capital Improvement Plan with revisions since the June 2023 Board of Trustees approval. The plan includes priority projects planned to commence in FY25 and those currently in design and construction with expected expenditures in FY25.

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 \$28.1 million in new project starts and continue \$408.6 million of projects in progress
- Execute \$13.2 million of CB25 funds for deferred maintenance priorities

Resolutions for both the FY25 Capital Improvement Plan update and use of CB25 funds are included for approval as part of the June meeting.

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 13, 2024

# **FY25 Annual CIP Update**

**Resolution**

**Tab 34; pg 253**

# Capital Improvement Plan (CIP)

## FY25 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

### **FY25 Annual CIP**

- FY25 plan was approved by BoT in June 2023 as part of the FY25-FY30 Six-Year CIP
- This annual update is designed to validate assumptions and priorities, and to consider critical emerging needs

# Annual Update Process

Review FY25 Priorities from approved FY25-FY30 CIP

- Includes FY24 projects not started

Review FY25 plan with stakeholders

- Update plan based on stakeholder feedback

Review available funds to allocate

- Sources include project savings, change in strategy, prior year funding residuals

Review priorities: existing and new needs

- Discuss with leadership strategy for use of available funds

Develop plan and seek approvals

CIP Areas System-Wide
Academic/Programmatic
Building Systems & Infrastructure Utility System Upgrades
Auxiliaries <div style="text-align: center;">           Culinary Services            Residential Housing            Transportation &amp; Parking            Athletics            Airport         </div>
Information Technology
University Initiatives

# Stakeholder Engagement & Feedback

## Stakeholders

Deans Council

Budget Planning Council

Regional Higher Education

Housing & Residence Life

Athletics

Campus Recreation

Culinary Services

Airport

OIT

Transportation & Parking

ADA

University Planning

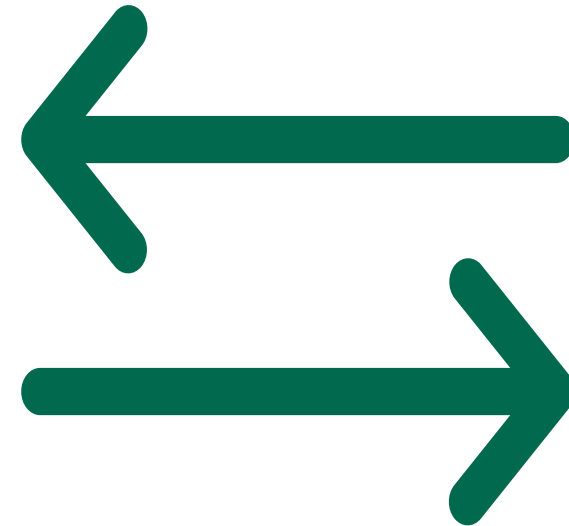
Facilities Management

## Key Feedback

- No change to Academic priorities
- RHE identified emerging smaller project needs
- HRL deferred Pickering Renovation to FY26; evaluating shower repairs for Washington Hall
- Campus Recreation strategy to use annual \$1M for Golf Course irrigation and Tennis Center tent
- Airport deferred 2 FY25 projects; moved priority up for new hangar construction; added Zero Hangar renovation
- ADA re-initiating ADA Transition Plan; effort will prioritize projects for use of ADA funding
- FMS identified Bentley/Bentley Annex HVAC & Controls and Convocation Center Flat Roofs as high priority; redirected RTV roof funds and moved RTV roof to FY26

# Summary of Changes

- Deferred RTV Roof Replacement to FY26 and funded emerging new priorities:
  - Convocation Center Flat Roof Replacement
  - Bentley/Bentley Annex HVAC & Controls
    - *Investment in key classroom building*
    - *Includes \$1.02M of Century Bond residual funds*
- Added West Green CWP Equipment emerging new priority
- Deferred Pickering Renovation to FY26; study to refine front 4 budgets
- Deferred 2 Airport projects to FY27
- Moved priority of Airport New Hangar Construction from FY28 to FY25
- Added Airport Zero Hangar Renovation emerging new priority
- Included several small emerging priority projects
- No FY25 Safety Fund nor Classroom Fund allocation
- Reinitiating ADA Transition Plan

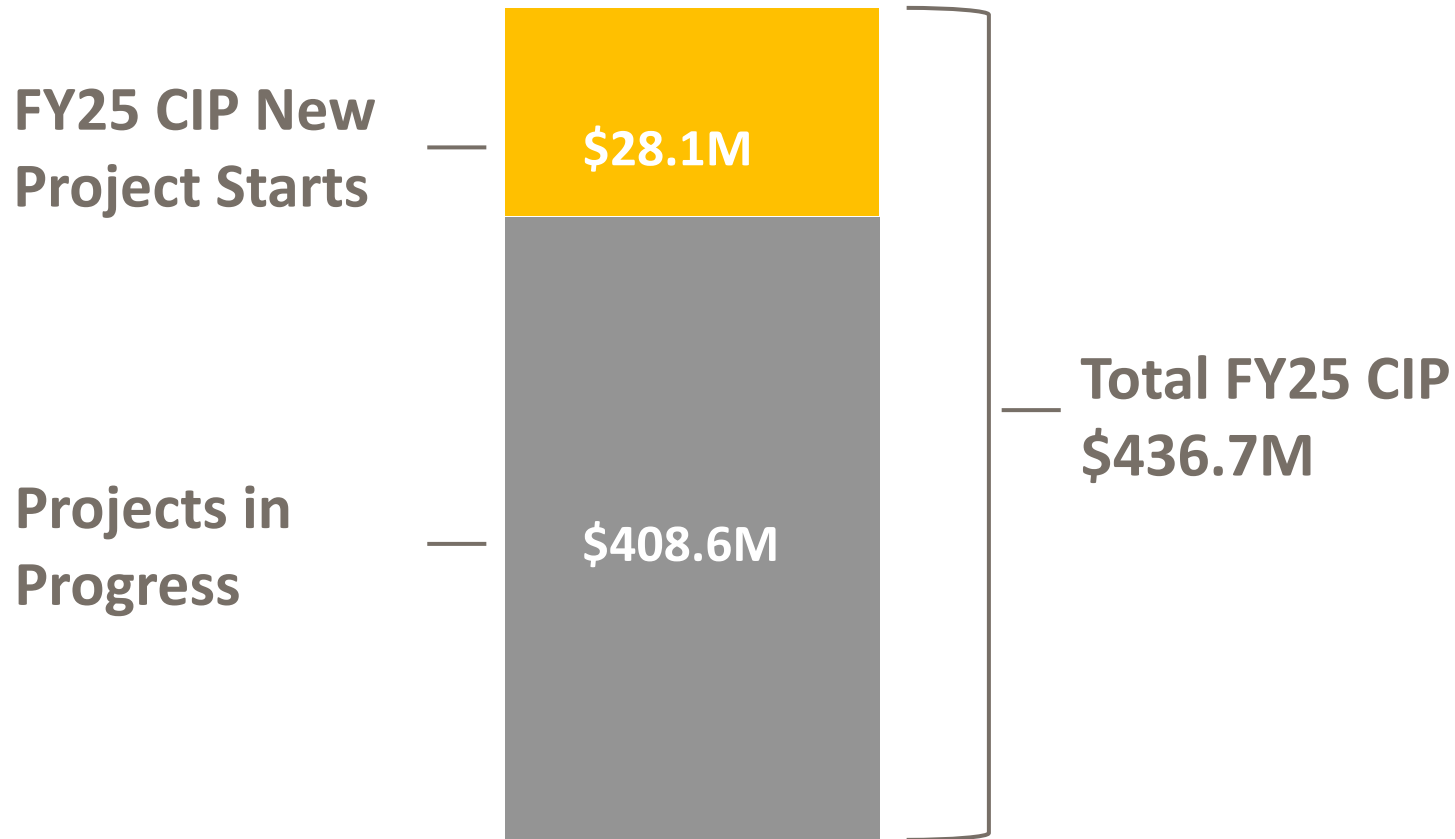


# FY25 New Starts at-a-Glance

 **\$28.1M New Starts Total**

<b>State Funded</b> <b>\$5.38M</b>	<b>Century Bond Funded</b> <b>\$5.02M</b>	<b>Auxiliaries Funded</b> <b>\$9.11M</b>	<b>Other Funded</b> <b>\$8.59M</b>
Chubb Hall Windows <b>\$1.4M</b> Annual Steam <b>\$800K</b> OUZ HVAC/Enrgy Eff. II <b>\$2.87M</b> RHE Small Projects <b>\$309K</b>	Annual Emergency <b>\$500K</b> Annual Steam <b>\$100K</b> Masonry In-House <b>\$250K</b> Painting In-House <b>\$250K</b> Windows Repair/Repl. <b>\$725K</b> ADA <b>\$250K</b> Convo Center Flat Roof <b>\$1M</b> Bentley/Annex HVAC <b>\$1.69M</b> W. Green CWP Equip <b>\$250K</b>	Housing <b>\$452K</b> Athletics <b>\$1.52M</b> Culinary <b>\$2.1M</b> Airport <b>\$4.66M</b> TPS <b>\$375K</b>	RHE Projects <b>\$2.12M</b> Campus Recreation <b>\$1.02M</b> OIT Annual Spend <b>\$4M</b> Planning <b>\$100K</b> Real Estate <b>\$50K</b> Non-Capital Projects <b>\$1M</b> W. Green CWP Equip <b>\$300K</b>

# FY25 CIP Approval



- Projects in progress include significant investments for:
- CoFA Renewal
  - Heritage Translational Research Center
  - Housing Phase 2
  - Convocation Center building systems
  - Finalizing Clippinger renovations

# FY25 CIP Summary

FY25 Annual Capital Improvement Plan	Project Totals		Funding Sources					Capital Expenditure Forecast			
	Projects Beginning in a Prior FY	Projects Beginning in FY25									
Classification	In Millions	In Millions	Internal Bank	Century Bond	Grants/ Gifts	State Approp.	Working Capital	Past Expend.	FY25	FY26	FY27
Programmatic - Athens & RHE	216.90	2.09	68.91	18.51	75.95	38.52	17.10	46.32	61.53	92.62	18.51
Auxiliaries	121.10	9.11	75.00		4.97		50.24	20.93	80.58	23.78	4.92
Building Systems & Infrastructure - Athens & RHE	39.32	10.03	1.70	27.06	0.52	15.66	4.41	8.11	31.67	7.78	1.79
Office of Information Technology	5.60	4.00					9.60	5.00	4.61		
University Initiatives	6.98	1.42		0.31	0.03	0.49	7.58	1.36	5.61	1.43	
Utility System Upgrades	18.73	1.45		4.97		11.62	3.60	5.45	10.11	4.27	0.35
<b>Totals</b>	<b>408.63</b>	<b>28.11</b>	<b>145.61</b>	<b>50.85</b>	<b>81.47</b>	<b>66.29</b>	<b>92.52</b>	<b>87.17</b>	<b>194.10</b>	<b>129.89</b>	<b>25.57</b>



# CIP Projects by Classification

FY25 Annual Capital Improvement Plan	Project Totals		Funding Sources					Capital Expenditure Forecast			
	Projects Beginning in a Prior FY	Projects Beginning in FY25									
Classification & Project	In Millions	In Millions	Internal Bank	Century Bond	Grants/ Gifts	State Approp.	Working Capital	Past Expend.	FY25	FY26	FY27
<b>FY25 Annual CIP Total</b>	<b>408.63</b>	<b>28.11</b>	<b>145.61</b>	<b>50.85</b>	<b>81.47</b>	<b>66.29</b>	<b>92.52</b>	<b>87.17</b>	<b>194.10</b>	<b>129.89</b>	<b>25.57</b>
<b>Programmatic - Athens &amp; RHE</b>	<b>216.90</b>	<b>2.09</b>	<b>68.91</b>	<b>18.51</b>	<b>75.95</b>	<b>38.52</b>	<b>17.10</b>	<b>46.32</b>	<b>61.53</b>	<b>92.62</b>	<b>18.51</b>
<b>In Progress</b>	<b>216.90</b>		<b>68.91</b>	<b>18.51</b>	<b>75.04</b>	<b>38.52</b>	<b>15.92</b>	<b>46.32</b>	<b>60.15</b>	<b>91.91</b>	<b>18.51</b>
College of Fine Arts Facilities Renewal	94.22			9.19	58.00	27.04		1.14	4.91	78.95	9.23
Russ Research Opportunity Center Room 180 Build Out	1.50						1.50	0.01	1.00	0.50	
Lin Hall 3rd Floor Renovation	0.50				0.50			0.01	0.44	0.06	
HCOM Translational Research Facility	74.97		48.08		16.00		10.89	4.24	49.03	12.41	9.29
Baker Center Multicultural Center Renovation	0.56			0.14		0.26	0.16	0.29	0.27		
Clippinger Renovation Strategy Phase III	40.95		19.38	9.10		10.71	1.75	39.24	1.71		
OUL Herrold Hall Nursing Renovations II	1.52		1.44				0.08	0.07	1.45		
Small Capital Improvement Projects (under \$500K)	2.68			0.08	0.54	0.52	1.55	1.34	1.35		
<b>Future Projects</b>		<b>2.09</b>			<b>0.91</b>		<b>1.18</b>		<b>1.38</b>	<b>0.71</b>	
Non Capital Plan Projects FY25		1.00					1.00		1.00		
OUL Brasee Hall Nursing Renovations, Phase 2		0.55			0.44		0.11		0.10	0.45	
Small Capital Improvement Projects (under \$500K)		0.54			0.46		0.08		0.28	0.26	

FY25 Annual Capital Improvement Plan	Project Totals		Funding Sources					Capital Expenditure Forecast			
	Projects Beginning in a Prior FY	Projects Beginning in FY25	Internal Bank	Century Bond	Grants/ Gifts	State Approp.	Working Capital	Past Expend.	FY25	FY26	FY27
Classification & Project	In Millions	In Millions									
<b>Auxiliaries</b>	<b>121.10</b>	<b>9.11</b>	<b>75.00</b>		<b>4.97</b>		<b>50.24</b>	<b>20.93</b>	<b>80.58</b>	<b>23.78</b>	<b>4.92</b>
<b>In Progress</b>	<b>121.10</b>		<b>75.00</b>		<b>0.22</b>		<b>45.87</b>	<b>20.93</b>	<b>75.38</b>	<b>20.17</b>	<b>4.62</b>
<b>Athletics</b>	<b>0.92</b>				<b>0.22</b>		<b>0.70</b>	<b>0.21</b>	<b>0.66</b>	<b>0.05</b>	
Small Capital Improvement Projects (under \$500K)	0.92				0.22		0.70	0.21	0.66	0.05	
<b>Culinary</b>	<b>0.98</b>						<b>0.98</b>	<b>0.07</b>	<b>0.90</b>		
Small Capital Improvement Projects (under \$500K)	0.98						0.98	0.07	0.90		
<b>Housing and Residence Life</b>	<b>118.90</b>		<b>75.00</b>				<b>43.90</b>	<b>20.64</b>	<b>73.52</b>	<b>20.12</b>	<b>4.62</b>
Housing Phase II New Construction	107.20		75.00				32.20	9.84	72.62	20.12	4.62
Gamertsfelder Hall Flooring Replacement	1.20						1.20	1.08	0.12		
Washington Hall Student Rooms Flooring & Cabinetry Upgrade	2.10						2.10	1.64	0.46		
Bryan Hall HVAC and Life Safety Upgrades 2022	8.40						8.40	8.07	0.33		
<b>Transportation &amp; Parking Services</b>	<b>0.30</b>						<b>0.30</b>	<b>0.00</b>	<b>0.30</b>		
Parking Lot Maintenance FY24	0.30						0.30	0.00	0.30		
<b>Future Projects</b>		<b>9.11</b>			<b>4.75</b>		<b>4.36</b>		<b>5.20</b>	<b>3.61</b>	<b>0.30</b>
<b>Airport</b>		<b>4.66</b>			<b>3.92</b>		<b>0.74</b>		<b>1.99</b>	<b>2.37</b>	<b>0.30</b>
AWOS Replacement		0.21			0.19		0.02		0.21		
Bush Airport New Hangar Construction		1.95			1.23		0.72		1.58	0.37	
Bush Airport Zero Hangar Renovation		2.50			2.50				0.20	2.00	0.30
<b>Athletics</b>		<b>1.52</b>			<b>0.83</b>		<b>0.70</b>		<b>0.89</b>	<b>0.64</b>	
Small Capital Improvement Projects (under \$500K)		1.52			0.83		0.70		0.89	0.64	
<b>Culinary</b>		<b>2.10</b>					<b>2.10</b>		<b>1.80</b>	<b>0.30</b>	
Maintenance/Large Equipment Purchases FY25		1.50					1.50		1.50		
Baker Center Latitude 39 Kitchen Equipment Replacement		0.60					0.60		0.30	0.30	
<b>Housing and Residence Life</b>		<b>0.45</b>					<b>0.45</b>		<b>0.15</b>	<b>0.30</b>	
Washington Hall Stacked Showers Repairs		0.45					0.45		0.15	0.30	
<b>Transportation &amp; Parking Services</b>		<b>0.38</b>					<b>0.38</b>		<b>0.38</b>		
Small Capital Improvement Projects (under \$500K)		0.38					0.38		0.38		

FY25 Annual Capital Improvement Plan	Project Totals		Funding Sources					Capital Expenditure Forecast			
	Projects Beginning in a Prior FY	Projects Beginning in FY25									
Classification & Project	In Millions	In Millions	Internal Bank	Century Bond	Grants/ Gifts	State Approp.	Working Capital	Past Expend.	FY25	FY26	FY27
<b>Building Systems &amp; Infrastructure-Athens &amp; RHE</b>	<b>39.32</b>	<b>10.03</b>	<b>1.70</b>	<b>27.06</b>	<b>0.52</b>	<b>15.66</b>	<b>4.41</b>	<b>8.11</b>	<b>31.67</b>	<b>7.78</b>	<b>1.79</b>
<b>In Progress</b>	<b>39.32</b>		<b>1.70</b>	<b>22.64</b>	<b>0.52</b>	<b>11.08</b>	<b>3.37</b>	<b>8.11</b>	<b>27.63</b>	<b>3.55</b>	<b>0.03</b>
Lausche Heating Plant Roof Replacement	1.16			1.16				0.02	1.00	0.14	
31 S. Court Roof Replacement	1.60			1.60				0.11	1.20	0.29	
Campus Roadway Improvements FY24-FY25	1.05			1.05				0.02	1.00	0.04	
Copeland Hall HVAC & Controls	1.42			0.75		0.67		0.05	0.91	0.46	
Elevator Repairs & Replacements FY24 (Morton Hall)	0.64			0.64				0.38	0.26		
Ping Center Fire Alarm Replacement	1.00			1.00				0.78	0.22		
South Green Drive Traffic Safety Improvements	0.60				0.52		0.08	0.08	0.52		
Athena Theater Structural Stabilization	0.85			0.50			0.35	0.34	0.51		
Convocation Center Electrical, HVAC, Fire System Improvements	15.30			13.30			2.00	1.37	11.87	2.02	0.03
HVAC Controls FY22	0.55			0.48			0.08	0.10	0.45		
Memorial Auditorium Chilled Water Tie-In and Lighting Controls Upgrades	1.70		1.70					0.59	1.11		
West Green Gulch Bridges Repair and Repaint	0.56			0.56				0.36	0.20		
Windows Repair & Replacement FY23 (Putnam)	1.50			1.09		0.41		0.77	0.73		
OUL HVAC and Energy Efficiency Improvements Ph III	2.36					2.36		2.22	0.14		
OUZ HVAC and Energy Efficiency Improvements, Ph I	3.42					3.42		0.60	2.82		
OUE Shannon Hall HVAC Improvements	3.40					3.40		0.15	2.65	0.60	
Small Capital Improvement Projects (under \$500K)	2.22			0.52		0.84	0.87	0.16	2.06		
<b>Future Projects</b>		<b>10.03</b>		<b>4.42</b>		<b>4.58</b>	<b>1.03</b>		<b>4.03</b>	<b>4.24</b>	<b>1.76</b>
Annual Emergency Projects Fund FY25		0.50		0.50					0.50		
Masonry - In-House FY25		0.25		0.25					0.25		
Painting - In-House FY25		0.25		0.25					0.25		
Windows Repair and Replacement FY25		0.73		0.73					0.73		
Chubb Hall Window Replacement		1.40				1.40		0.45	0.95		
Convocation Center Lower Flat Roof Replacement		1.00		1.00				0.00	0.30	0.70	
Bentley Hall & Bentley Annex HVAC & Controls		1.69		1.69				0.50	1.00	0.19	
OUZ HVAC and Energy Efficiency Improvements, Phase 2		2.87				2.87		0.50	1.50	0.87	
Small Capital Improvement Projects (under \$500K)		1.34				0.31	1.03	0.86	0.49		

FY25 Annual Capital Improvement Plan	Project Totals		Funding Sources					Capital Expenditure Forecast			
	Projects Beginning in a Prior FY	Projects Beginning in FY25	Internal Bank	Century Bond	Grants/ Gifts	State Approp.	Working Capital	Past Expend.	FY25	FY26	FY27
Classification & Project	In Millions	In Millions									
<b>Office of Information Technology</b>	<b>5.60</b>	<b>4.00</b>					<b>9.60</b>	<b>5.00</b>	<b>4.61</b>		
<b>In Progress</b>	<b>5.60</b>						<b>5.60</b>	<b>5.00</b>	<b>0.61</b>		
OIT Network Replacement	5.60						5.60	5.00	0.61		
<b>Future Projects</b>		<b>4.00</b>					<b>4.00</b>		<b>4.00</b>		
OIT Capital Spending FY25		4.00					4.00		4.00		
<b>University Initiatives</b>	<b>6.98</b>	<b>1.42</b>		<b>0.31</b>	<b>0.03</b>	<b>0.49</b>	<b>7.58</b>	<b>1.36</b>	<b>5.61</b>	<b>1.43</b>	
<b>In Progress</b>	<b>6.98</b>			<b>0.06</b>	<b>0.03</b>	<b>0.49</b>	<b>6.40</b>	<b>1.36</b>	<b>4.91</b>	<b>0.71</b>	
ADA Transition Plan	0.43			0.06		0.37		0.34	0.09		
Bentley and Morton Halls Learning Space Upgrades Ph 1	1.90						1.90	0.04	1.55	0.31	
Aquatic Center Mechanical and Chemical Systems Replacement	1.33						1.33	0.39	0.94		
Bird Arena Ice Rink Floor System Replacement	1.90						1.90	0.10	1.40	0.40	
Small Capital Improvement Projects	1.43				0.03	0.12	1.27	0.51	0.92		
<b>Future Projects</b>		<b>1.42</b>		<b>0.25</b>			<b>1.17</b>		<b>0.70</b>	<b>0.72</b>	
ADA FY25		0.25		0.25					0.25		
Real Estate Initiatives FY25		0.05					0.05		0.05		
Space Management Software		0.10					0.10		0.10		
Indoor Tennis Courts Tent Replacement		0.57					0.57		0.15	0.42	
Golf Course Irrigation System Upgrade		0.46					0.46		0.15	0.31	
<b>Utility System Upgrades</b>	<b>18.73</b>	<b>1.45</b>		<b>4.97</b>		<b>11.62</b>	<b>3.60</b>	<b>5.45</b>	<b>10.11</b>	<b>4.27</b>	<b>0.35</b>
<b>In Progress</b>	<b>18.73</b>			<b>4.62</b>		<b>10.82</b>	<b>3.30</b>	<b>5.45</b>	<b>8.91</b>	<b>4.02</b>	<b>0.35</b>
Annual Steam System Repairs FY24	0.96			0.96				0.79	0.17		
Old Heating Plant Switchgear	8.81			1.49		7.32		2.81	4.28	1.72	
Chilled Water Plant 3 Chiller Expansion	6.80					3.50	3.30	0.25	3.90	2.30	0.35
Ridges Building 33 Voltage Transition	1.65			1.65				1.32	0.33		
Main Switchyard & Lausche Plant Control Battery Bank Replacement	0.51			0.51				0.28	0.23		
<b>Future Projects</b>		<b>1.45</b>		<b>0.35</b>		<b>0.80</b>	<b>0.30</b>		<b>1.20</b>	<b>0.25</b>	
Annual Steam System Repairs FY25		0.90		0.10		0.80			0.90		
West Green Chilled Water Plant Equipment Updates		0.55		0.25			0.30		0.30	0.25	

# FY25 CIP Approval

# Resolution

Tab 34; pg 251

**APPROVAL OF THE OHIO UNIVERSITY  
FY25 ANNUAL CAPITAL IMPROVEMENT PLAN  
RESOLUTION 2024 -**

**WHEREAS**, the University's Capital Planning Team has undertaken the update of the University's FY25 Annual Capital Improvement Plan within a comprehensive campus context, and

**WHEREAS**, the FY25 Capital Improvement Plan 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 the FY25 Capital Improvement Plan and made recommendation to the President, and

**WHEREAS**, the FY25 Annual Capital Improvement Plan has been approved by the President; and

**WHEREAS**, the Vice President for Finance and Administration, with approval of the President, is authorized to make plan adjustments required due to changes in project priority, emergent needs, or available resources.

**NOW THEREFORE, BE IT RESOLVED** that the Ohio University Board of Trustees does hereby approve the attached FY25 Annual Capital Improvement Plan.

**APPROVAL FOR FY25 USES OF CENTURY BOND FUNDING AND THE USE OF  
ANNUAL CENTURY BOND ALLOCATIONS TO FUND OPERATING  
INVESTMENT IN DEFERRED AND PREVENTIVE MAINTENANCE**

**RESOLUTION 2024 -**

**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 allocations beginning in FY15; and

**WHEREAS**, University management is continuing with the Century Bond Guiding Principles annual allocation schedule (FY25 \$13.2M) and has presented the expected FY25 uses of Century Bond funding, inclusive of the FY25 \$10 million internal loan; and

**WHEREAS**, a portion of the FY25 and future annual tranches will be used to fund projects identified in the FY25 Annual Capital Improvement Plan (CIP) and the FY25-FY30 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 FY25 uses of Century Bond funding as included in the FY25 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.



**OHIO**  
UNIVERSITY

## **Interoffice Communication**

**Date:** May 22, 2024

**To:** The President and Board of Trustees

**From:** John Day, Interim Vice President for Finance & Administration, CFO & Treasurer  
Tina Payne, Executive Director, Treasury Operations

**Re:** **Treasury & Debt Update**

The Treasury Team recommends approval of the following resolution that will be presented at the June 2024 meeting. **Resolution 2024 - Approval for FY25 Uses of Century Bond Funding and the Use of Annual Century Bond Allocations to Fund Operating Investment in Deferred and Preventive Maintenance.**

An update to the Series 2024 bonds plan of finance will also be presented. As a reminder, we requested and received approval at the April 2024 meeting to issue up to \$75M of new debt in support of Housing Phase II new construction.

### **Treasury and Debt Advisory Committee:**

The Treasury and Debt Advisory Committee (“TDAC”) will meet on June 4. The meeting materials will be shared with the Trustees following that meeting.

The agenda will include:

- Century bond dashboards and model review
- FY25 proposed uses of century bond funding and June BOT Resolution review and approval
- Internal bank model review
- Credit and debt update

June 13, 2024

# Treasury & Debt Update

**Resolution**

**Tab 35; pg 268**



# **FY25 Century Bond Funding**

## **Resolution**

# FY25 Century Bond Funding

## Proposed Uses - Draft

<b>ADA PRIORITY</b>	<b>\$250,000</b>
ADA - 2025	\$250,000
<b>DEFERRED MAINTENANCE</b>	<b>\$12,450,000</b>
Annual Steam System Repairs FY25	\$100,000
Athens Campus Masonry In-House FY25	\$250,000
Athens Campus Painting In-House FY25	\$250,000
Bentley & Bentley Annex HVAC & Controls Update	\$672,547
Campus Roadway Improvements FY24-FY25	\$600,000
College of Fine Arts Facilities Renewal	\$1,025,000
Convocation Center Electrical, HVAC, Fire System Improvements	\$7,268,453
Convocation Center Lower Flat Roof Replacement	\$1,000,000
Lausche Heating Plant Roof Replacement	\$559,000
Windows Repair & Replacement FY25	\$725,000
<b>EMERGENCY FUNDS</b>	<b>\$500,000</b>
Annual Emergency Projects Fund - 2025	\$500,000
<b>Total</b>	<b>\$13,200,000</b>

# FY25

# Century Bond

# \$13.2M Funding

# Resolution

**APPROVAL FOR FY25 USES OF CENTURY BOND FUNDING AND THE USE OF ANNUAL CENTURY BOND ALLOCATIONS TO FUND OPERATING INVESTMENT IN DEFERRED AND PREVENTIVE MAINTENANCE**

**RESOLUTION 2024 -**

**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 allocations beginning in FY15; and

**WHEREAS**, University management is continuing with the Century Bond Guiding Principles annual allocation schedule (FY25 \$13.2M) and has presented the expected FY25 uses of Century Bond funding, inclusive of the FY25 \$10 million internal loan; and

**WHEREAS**, a portion of the FY25 and future annual tranches will be used to fund projects identified in the FY25 Annual Capital Improvement Plan (CIP) and the FY25-FY30 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 FY25 uses of Century Bond funding as included in the FY25 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.

# Series 2024 Financing Update

# Series 2024 Financing Update

- Since receiving Board approval, the University began the transaction process by submitting a financing application to the Ohio Department of Higher Education and selecting underwriters and other professionals.
- The market has been volatile as investors digest economic/inflation data to try to determine how this may impact future monetary policy of the Federal Reserve.
- The net impact is a slightly higher estimated financing rate since the last update as displayed below.
- Estimated All-in True Interest Cost (30-Year Term Bond with Sinking Fund from FY52 to FY55)
  - As of 03/04/24: 4.59%
  - As of 05/14/24: 4.68%

# Series 2024 Issuance Timeline

MONTH	TASKS
<b>April 2024</b>	✓ Authorization and approval of Series 2024 bond issuance by Board of Trustees (04/04 Board Meeting)
<b>May 2024</b>	✓ Submit Chancellor application ✓ Select underwriters and other professionals
<b>June 2024</b>	✓ Update to Board of Trustees on Series 2024 bond issuance (06/13 Board Meeting)
<b>July 2024</b>	Complete Tax Diligence of Projects to be Financed Receive Chancellor Approval
<b>August 2024</b>	Conduct meetings with rating agencies and receive ratings
<b>September 2024</b>	Due diligence call with underwriters Finalize bond documents and Appendix A (disclosure portion of offering document) Mail Preliminary Official Statement Bond Pricing Mail Final Official Statement Closing (actual date will be dependent upon cash flow and market considerations)

**RESOLUTION TO APPROVE THE CITY OF ATHENS RIGHT OF WAY  
ROAD EASEMENT IN ATHENS, OHIO**

**RESOLUTION 2024 -**

**WHEREAS**, the City of Athens wishes to receive a road easement over an existing sewer easement for future access to The Ridges Tier 2 property; and

**WHEREAS**, the City requests that the University grant a permanent easement to permit future access to the property, which easement areas are depicted on the map in Exhibit A; and

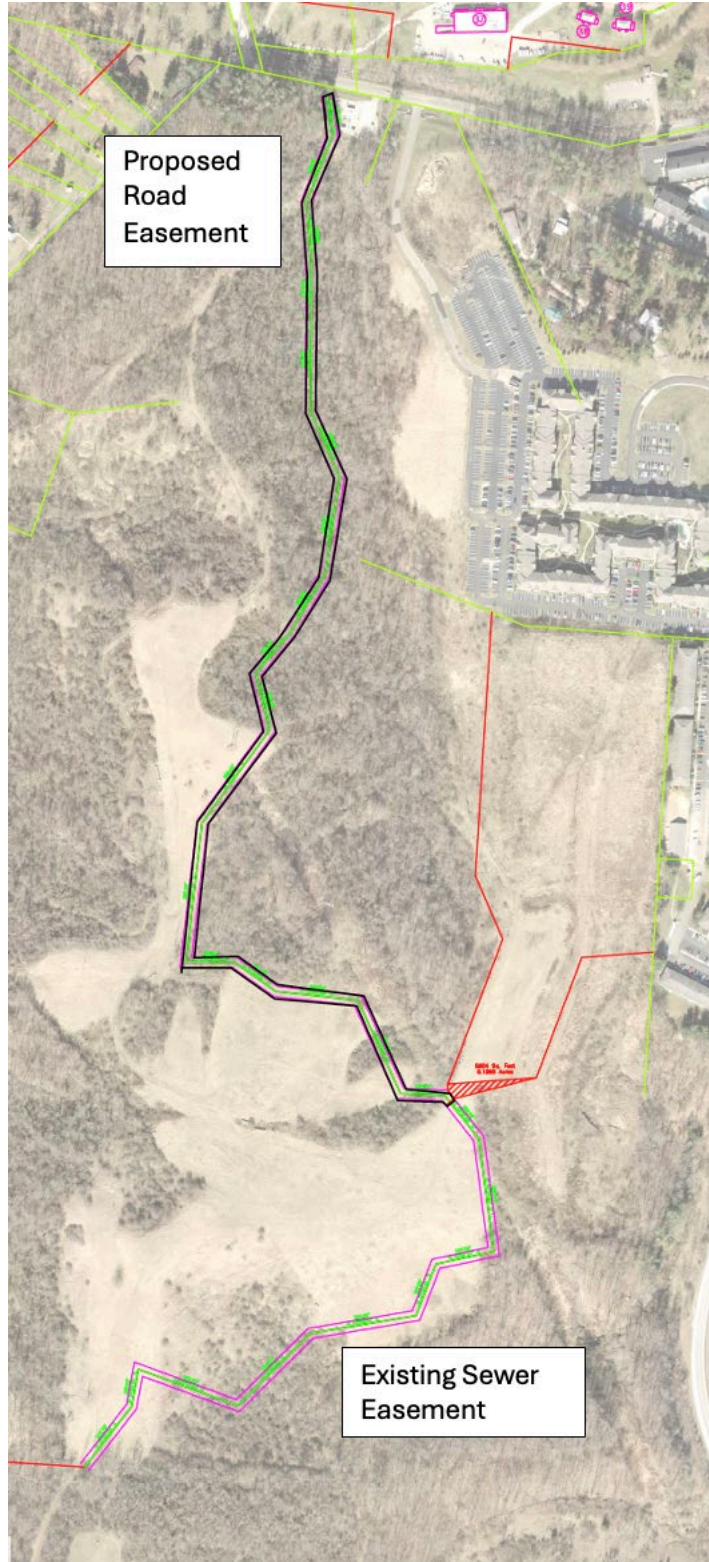
**WHEREAS**, the proposed roadway may enhance the value of this undeveloped parcel by providing better access to the parcels of land owned by the university; and

**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 road access to The Ridges Tier 2 property, upon terms and conditions approved by the President.

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

Exhibit A







**OHIO**  
UNIVERSITY

## **Interoffice Communication**

**Date:** May 22, 2024

**To:** The President and Board of Trustees

**From:** John Day, Interim Vice President Finance & Administration, CFO and Treasurer  
William Quinn, Real Estate Specialists, Office of Real Estate

**Re: Approval of Roadway Easement Request for City of Athens - Ridges Roadway Easement**

This resolution seeks approval for a roadway easement request from the City of Athens. The easement will allow future access to The Ridges Tier 2 land which is required for transfer by the city as shown in exhibit A to the resolution.

The proposed easement is approximately 3,713 feet in length and 30 feet in width for a total of 2.56 acres. The roadway easement will be situated over an existing sewer 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.

Exhibit A





**OHIO**  
UNIVERSITY

## Interoffice Communication

**Date:** May 22, 2024

**To:** The President and Board of Trustees

**From:** John Day, Interim Vice President of Finance & Administration and CFO  
Jon Cozad, Associate Vice President of Design and Construction

**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 date of this memo.
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
<b>0 - Conceptual</b>	<b>11</b>	<b>\$ 10,000</b>	<b>\$ -</b>
<b>1 - PreDesign</b>	<b>12</b>	<b>\$ 7,343,443</b>	<b>\$ 8,198</b>
<b>2 - Design</b>	<b>24</b>	<b>\$ 192,072,013</b>	<b>\$ 2,434,387</b>
<b>3 - Construction</b>	<b>36</b>	<b>\$ 205,398,292</b>	<b>\$ 48,803,918</b>
<b>4 - Closeout</b>	<b>56</b>	<b>\$ 125,388,121</b>	<b>\$ 115,837,299</b>
<b>Grand Total</b>	<b>139</b>	<b>\$ 530,211,869</b>	<b>\$ 167,083,801</b>

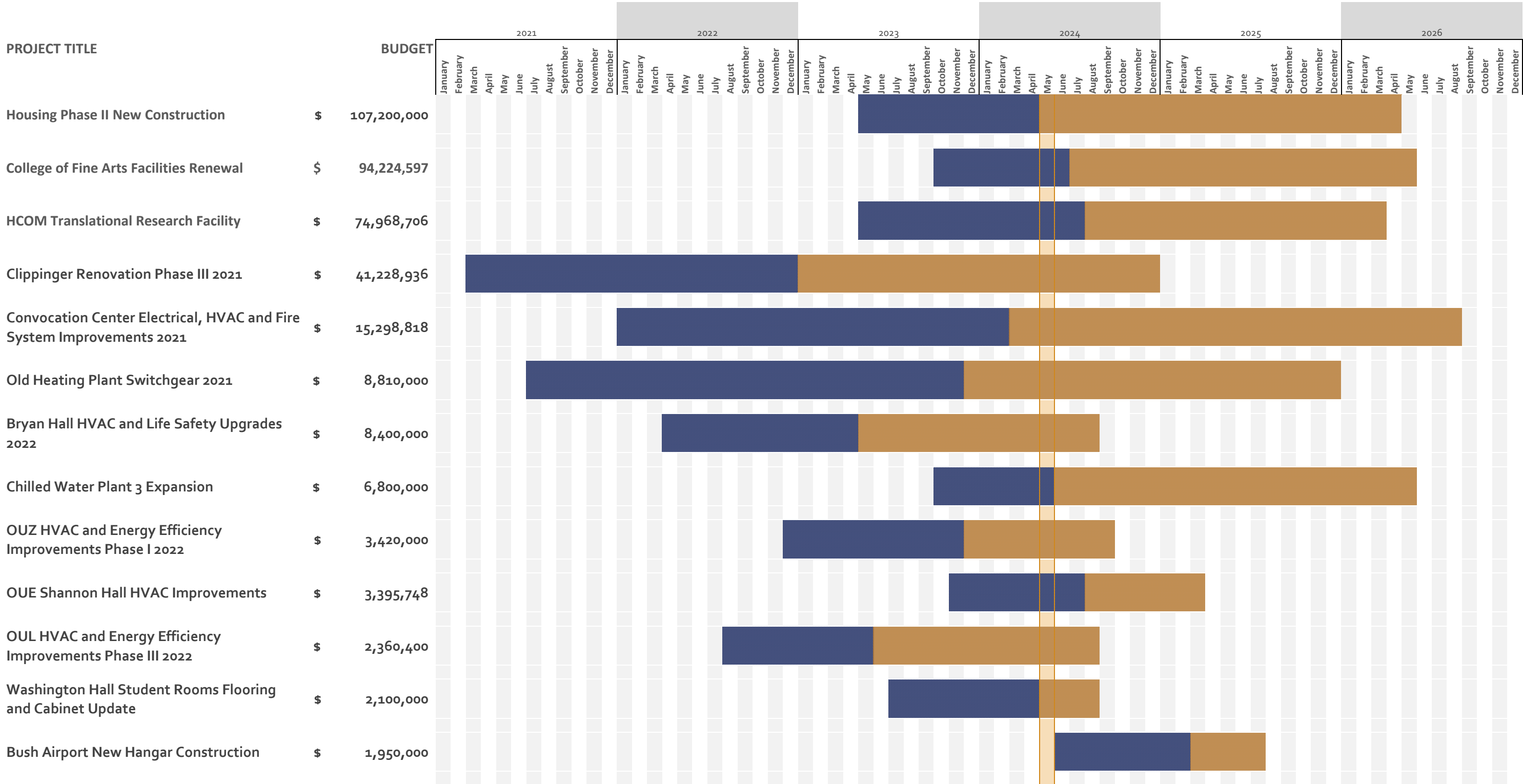
\*Projects in the '0 - Conceptual Phase' often do not yet have developed budget estimates and therefore may be reflected as "zero" in the attached report.

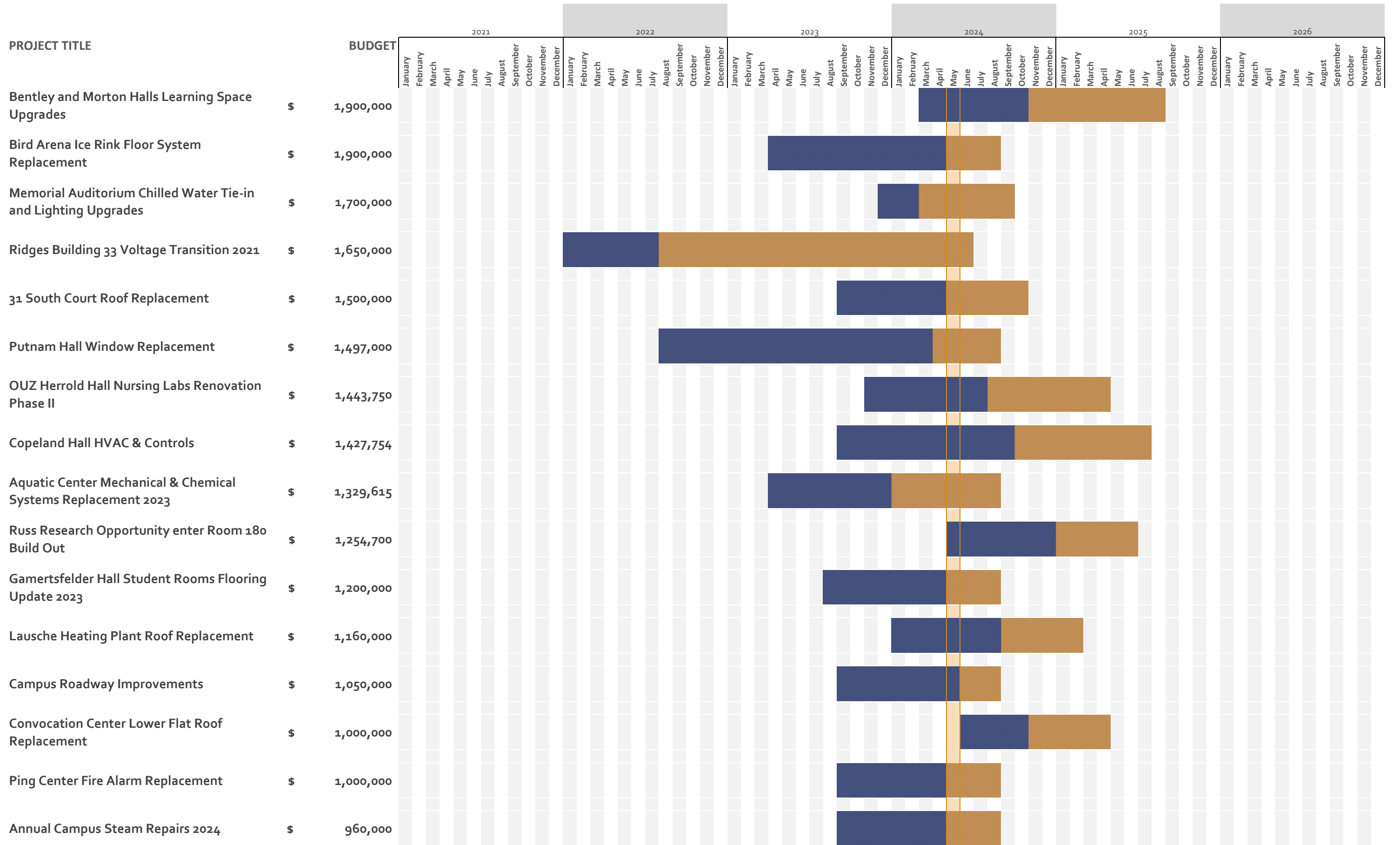
Facility projects highlights since the April Board of Trustees meeting include:

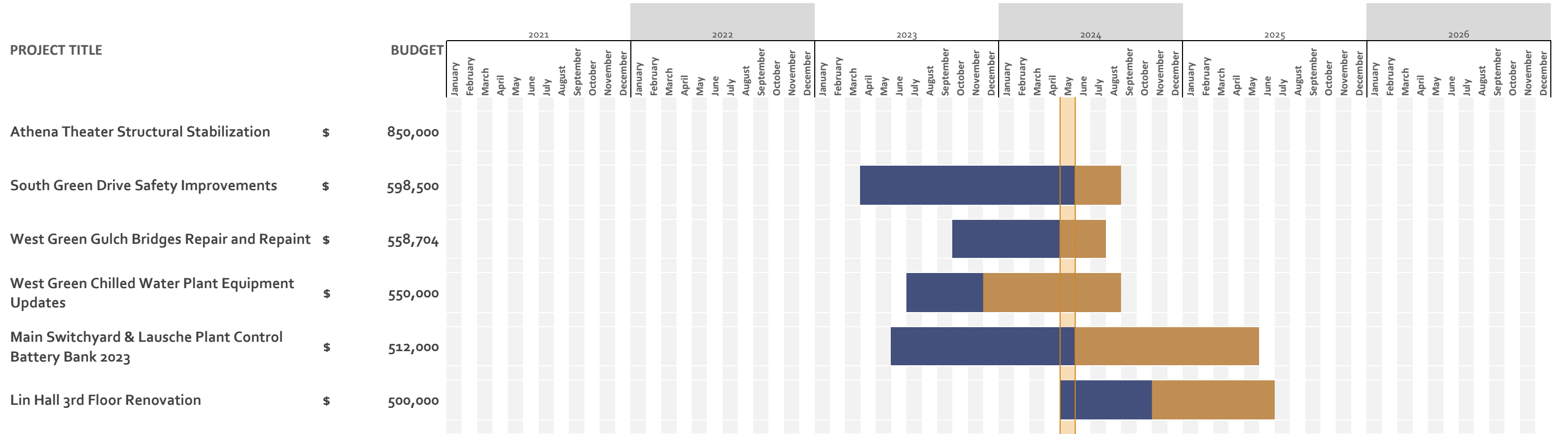
- Start of construction (Projects over \$500,000):
  - 31 South Court Roof Replacement
  - Annual Campus Steam Repairs 2024
  - Gamertsfelder Hall Student Rooms Flooring Update
  - Housing Phase II New Construction
  - Ping Center Fire Alarm Replacement
  - South Green Drive Safety Improvements
  - Washington Hall Student Rooms Flooring & Cabinetry Update
  - West Green Gulch Bridges Repair
  
- Continued construction progress (Projects over \$500,000):
  - Athena Theater Structural Stabilization
  - Bryan Hall HVAC and Life Safety Upgrades
  - Clippinger Renovation Phase III
  - Convocation Center Electrical, HVAC and Fire System Improvements
  - Memorial Auditorium Chilled Water Tie-In and Lighting Upgrades
  - Old Heating Plant Switchgear
  - OUL HVAC and Energy Efficiency Ph III
  - OUZ HVAC and Energy Efficiency Improvements Ph 1
  - Putnam Hall Windows Replacement
  - Ridges Building 33 Voltage Transition
  
- Substantial Completion (Projects over \$500,000):
  - Konneker Research Center Fire Alarm Replacement
  - Peden Tower Fire Alarm System Replacement

# 2024 Active Capital Project Schedules

■ Design      ■ Construction







Project Name	Project Manager	Current Phase	Funding Sources							Budget		Expenditures	Schedule	
			Internal Bank Financing	Central University Funding	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.														
Golf Course Irrigation System Upgrade 2024	Tamra Ansel	0 - Conceptual								\$ -	\$ -	\$ -	5/17/2024	
Pruitt Field Scoreboard 2023	Kedar Karandikar	0 - Conceptual								\$ -	\$ -	\$ -	5/9/2024	
Central Food Dish Room Flooring Replacement 2022	Kedar Karandikar	0 - Conceptual								\$ -	\$ -	\$ -	4/10/2024	
Central Food Prep Area Electrical Update 2022	Kedar Karandikar	0 - Conceptual								\$ -	\$ -	\$ -	4/10/2024	
Nelson Court Ice Machines 2024	Michael Tome	0 - Conceptual								\$ -	\$ -	\$ -	3/28/2024	
Athens Campus Parking Lot Maintenance FY24	Kedar Karandikar	0 - Conceptual								\$ -	\$ -	\$ -	3/28/2024	
Ping Center Structural Study 2024	Kedar Karandikar	0 - Conceptual								\$ -	\$ -	\$ -	3/15/2024	
Nelson Commons Dock Retaining Wall Replacement 2024	Kedar Karandikar	0 - Conceptual								\$ -	\$ -	\$ -	3/12/2024	
Edwards Accelerator Lab 2nd Floor Entryway Permitting 2024	Jason Mora	0 - Conceptual			X					\$ 10,000	\$ 10,000	\$ -	2/14/2024	
Academic & Research Center 116 Maker Space Renovation 2024	Kedar Karandikar	0 - Conceptual								\$ -	\$ -	\$ -	1/3/2024	
Convocation Center Athletic Trainers Office Space Conversion 2023	Michael Tome	0 - Conceptual								\$ -	\$ -	\$ -	5/4/2023	6/30/2023
Bush Airport New Hangar Construction 2024	Garrett Karr	1 - PreDesign								\$ 1,950,000	\$ 1,950,000	\$ -	3/12/2024	9/16/2025
Russ Research Opportunity Center Room180 Build Out 2024	Gem Stone	1 - PreDesign						X		\$ 1,254,700	\$ 1,254,700	\$ -	12/21/2023	8/1/2025
Convocation Center Lower Flat Roof Replacement 2024	Kedar Karandikar	1 - PreDesign								\$ 1,000,000	\$ 1,000,000	\$ -	4/16/2024	4/30/2025
West Green Chilled Water Plant Equipment Updates 2024	Brody Bauers	1 - PreDesign								\$ 550,000	\$ 550,000	\$ -	3/28/2024	3/31/2025
OUS Ironton Exterior Improvements 2023	Tamra Ansel	1 - PreDesign								\$ 475,000	\$ 475,000	\$ -	6/1/2023	3/21/2025
Convocation Center Women's Basketball Locker Room Showers & Bathrooms Update 2022	Stephanie Ruth	1 - PreDesign								\$ 151,743	\$ 151,743	\$ -	4/16/2024	12/6/2024
Lausche Heating Plant Roof Replacement 2024	Brody Bauers	1 - PreDesign			X					\$ 1,160,000	\$ 1,160,000	\$ -	9/28/2023	10/28/2024
South Green Residential Mail Center Relocation 2024	Gem Stone	1 - PreDesign								\$ 190,000	\$ 190,000	\$ -	4/9/2024	9/27/2024
Alden Library 2nd Floor Flooring Replacement 2024	Jason Farmer	1 - PreDesign						X		\$ 30,000	\$ 30,000	\$ -	3/28/2024	8/30/2024
OUZ Elson Hall Roof Restoration 2024	Jason Farmer	1 - PreDesign						X		\$ 300,000	\$ 300,000	\$ 5,288	11/7/2023	8/8/2024
Russ Research Opportunity Center Area A Equipment and Door Installation 2024	Gem Stone	1 - PreDesign						X		\$ 97,000	\$ 97,000	\$ -	3/28/2024	8/1/2024
Grosvenor Hall 113 Marketing Service Center Renovation 2024	Kedar Karandikar	1 - PreDesign								\$ 185,000	\$ 185,000	\$ 2,910	12/15/2023	7/1/2024
College of Fine Arts Facilities Renewal 2024	Garrett Karr	2 - Design			X					\$ 94,000,000	\$ 94,224,597	\$ 40,000	7/7/2023	9/15/2026
Chilled Water Plant 3 Expansion 2024	Gem Stone	2 - Design						X		\$ 6,800,000	\$ 6,800,000	\$ 21,892	7/17/2023	6/1/2026
HCOM Translational Research Facility 2023	Tony Bertino	2 - Design						X		\$ 66,968,706	\$ 74,968,706	\$ 1,691,881	12/8/2022	3/30/2026
Copeland Hall HVAC & Controls 2024	Jason Farmer	2 - Design			X					\$ 1,427,754	\$ 1,417,754	\$ 84,561	7/6/2023	9/17/2025
Bentley and Morton Halls Learning Space Upgrades Phase 1 2024	Stephanie Ruth	2 - Design								\$ 1,900,000	\$ 1,900,000	\$ 8,339	1/22/2024	8/1/2025
Lin Hall 3rd Floor Renovation 2024	Stephanie Ruth	2 - Design					X			\$ 500,000	\$ 500,000	\$ 1,988	12/15/2023	7/25/2025
OUE Shannon Hall HVAC Improvements 2021	Michael Tome	2 - Design						X		\$ 1,573,300	\$ 3,324,441	\$ 97,745	1/1/2024	4/1/2025
OUC Bennett Hall Storm Sewer Improvements 2023	Stephanie Ruth	2 - Design						X		\$ 360,000	\$ 360,000	\$ 22,940	2/10/2023	1/2/2025
OUZ Herrold Hall Nursing Labs Renovation II 2024	Jason Farmer	2 - Design	X							\$ 1,443,750	\$ 1,443,750	\$ 68,633	7/28/2023	12/16/2024
Ridges Building 22 Roof Replacement 2024	Tamra Ansel	2 - Design						X		\$ 550,000	\$ 451,150	\$ -	3/12/2024	12/2/2024
Campus Roadway Improvements FY24-FY25	Kedar Karandikar	2 - Design			X					\$ 1,200,000	\$ 1,050,000	\$ 15,000	7/17/2023	10/1/2024
Ridges Building 45 OUPD Evidence Storage Phase 2 2024	Michael Tome	2 - Design						X		\$ 150,000	\$ 150,000	\$ -	11/20/2023	9/30/2024
Boyd Hall The District Hoods and Ovens Replacement 2024	Jason Farmer	2 - Design						X		\$ 350,000	\$ 350,000	\$ 29,915	9/19/2023	8/26/2024
Aquatic Center Mechanical & Chemical Systems Replacement 2023	Gem Stone	2 - Design						X		\$ 1,329,615	\$ 1,329,615	\$ 114,102	1/3/2023	8/26/2024
Morton Hall Elevator Repairs 2024	Kedar Karandikar	2 - Design			X					\$ 475,000	\$ 640,000	\$ 34,074	6/12/2023	8/23/2024
WOUB Ironton Equipment Shelter and Generator Phase II 2024	Tamra Ansel	2 - Design						X		\$ 50,000	\$ 50,000	\$ 4,855	1/22/2024	8/20/2024
Baker Center Bobcat Depot Office Conversion & Sales Area Refresh 2024	Stephanie Ruth	2 - Design						X		\$ 94,445	\$ 94,445	\$ -	4/10/2024	8/16/2024
Airport Terminal Boiler Replacement 2024	Garrett Karr	2 - Design			X					\$ 159,200	\$ 159,200	\$ 10,928	8/8/2023	8/8/2024
Alden Library 6th Floor Study Space Reconfiguration 2024	Tamra Ansel	2 - Design						X		\$ 81,500	\$ 81,500	\$ -	4/16/2024	8/1/2024
Boyd Hall The District Dock and Drive Repaving 2024	Jason Farmer	2 - Design						X		\$ 315,000	\$ 315,000	\$ 32,783	9/19/2023	7/26/2024
Bird Arena Ice Rink Floor System Replacement 2023	Kedar Karandikar	2 - Design						X		\$ 1,900,000	\$ 1,900,000	\$ 134,886	1/5/2023	7/24/2024
Jefferson Marketplace Hot Bar Extension 2024	Jason Farmer	2 - Design								\$ -	\$ -	\$ -	8/22/2023	4/18/2024
Hwa Wei Lee Backup Generator and Delivery Area Awning 2023	Michael Tome	2 - Design						X		\$ 196,855	\$ 196,855	\$ 11,340	12/5/2022	4/2/2024
Ridges Challenge Course Redesign 2023	Garrett Karr	2 - Design								\$ 150,000	\$ 365,000	\$ 8,526	10/10/2022	3/13/2024
Housing Phase II New Construction 2023	Brody Bauers	3 - Construction						X		\$ 107,200,000	\$ 107,200,000	\$ 3,239,398	11/15/2022	4/30/2026
Convocation Center Electrical, HVAC and Fire System Improvements 2021	Tony Bertino	3 - Construction			X					\$ 15,298,818	\$ 15,298,818	\$ 1,158,318	7/21/2021	2/17/2026
Old Heating Plant Switchgear 2021	Brody Bauers	3 - Construction						X		\$ 8,810,000	\$ 8,810,000	\$ 1,801,827	2/24/2021	10/6/2025
Convocation Center Room S211 Refresh 2024	Kedar Karandikar	3 - Construction						X		\$ 129,000	\$ 129,000	\$ 2,193	1/17/2024	7/1/2025
Main Switchyard & Lausche Plant Control Battery Bank 2023	Kedar Karandikar	3 - Construction			X					\$ 512,000	\$ 512,000	\$ 42,066	2/9/2023	5/31/2025
Athena Theater Structural Stabilization 2024	Kedar Karandikar	3 - Construction								\$ 100,000	\$ 850,000	\$ 294,113	6/12/2023	11/22/2024
Memorial Auditorium Chilled Water Tie-In and Lighting Controls Upgrades 2024	Brody Bauers	3 - Construction	X							\$ 1,700,000	\$ 1,700,000	\$ 510,136	10/6/2023	10/1/2024
Bryan Hall HVAC and Life Safety Upgrades 2022	Brody Bauers	3 - Construction						X		\$ 8,400,000	\$ 8,400,000	\$ 4,012,858	4/27/2022	9/10/2024



Project Name	Project Manager	Current Phase	Funding Sources						Budget		Expenditures	Schedule	
			Internal Bank Financing	Central University Funding	Century Bond Bank	External Funding	State Capital	Departmental Funding	Original	Current		Start Date	Substantial Completion Date
Washington Hall Student Rooms Flooring & Cabinetry Update 2023	Gem Stone	3 - Construction						X	\$ 2,100,000	\$ 2,100,000	\$ 151,132	2/27/2023	8/14/2024
South Green Drive Safety Improvements 2023	Tamra Ansel	3 - Construction							\$ 598,500	\$ 598,500	\$ 68,368	7/29/2022	8/13/2024
OUZ HVAC and Energy Efficiency Improvements Phase I 2022	Jason Farmer	3 - Construction						X	\$ 3,420,000	\$ 3,420,000	\$ 670,340	6/10/2022	8/9/2024
Putnam Hall Windows Replacement 2023	Garrett Karr	3 - Construction						X	\$ 1,497,000	\$ 1,497,000	\$ 295,938	12/6/2021	8/9/2024
West Green Gulch Bridges Repair & Repaint 2024	Michael Tome	3 - Construction			X				\$ 455,000	\$ 558,704	\$ 64,274	6/12/2023	8/7/2024
Gamertsfelder Hall Student Rooms Flooring Update 2023	Michael Tome	3 - Construction						X	\$ 1,200,000	\$ 1,200,000	\$ 70,364	3/23/2023	8/6/2024
Annual Campus Steam Repairs 2024	Brody Bauers	3 - Construction			X				\$ 960,000	\$ 960,000	\$ 22,389	6/12/2023	8/5/2024
OUL HVAC and Energy Improvements Phase III 2022	Stephanie Ruth	3 - Construction						X	\$ 2,360,400	\$ 2,360,400	\$ 1,392,597	3/29/2022	8/2/2024
Regional Higher Education Classroom Refresh 2021	Stephanie Ruth	3 - Construction							\$ 480,697	\$ 480,697	\$ 342,414	7/20/2021	8/2/2024
Alden Library Central Stairwell Improvement 2023	Stephanie Ruth	3 - Construction						X	\$ 400,000	\$ 490,545	\$ 40,312	9/19/2022	8/1/2024
Campus Safety Improvements College Green 2024	Tamra Ansel	3 - Construction							\$ 214,675	\$ 214,675	\$ 14,364	7/28/2023	7/31/2024
Sing Tao Center First Floor Student Agency Refresh 2023	Michael Tome	3 - Construction						X	\$ 469,300	\$ 489,300	\$ 35,932	6/1/2023	7/31/2024
31 South Court Roof Replacement 2024	Jason Farmer	3 - Construction			X				\$ 1,500,000	\$ 1,500,000	\$ 68,598	6/12/2023	7/26/2024
Ping Center Fire Alarm Replacement 2024	Kedar Karandikar	3 - Construction			X				\$ 1,000,000	\$ 1,000,000	\$ 66,562	6/12/2023	7/26/2024
Copeland Hall 2nd Floor 200003 Reception & Tech Bar 2023	Stephanie Ruth	3 - Construction					X		\$ 99,575	\$ 99,575	\$ 2,052	10/31/2023	7/5/2024
Baker Center Room 403, 403A-B Carpet Replacement 2024	Tamra Ansel	3 - Construction						X	\$ 19,970	\$ 19,970	\$ -	4/10/2024	7/1/2024
Peden Stadium Athletic Training Room Renovation Phase 2 2024	Gem Stone	3 - Construction						X	\$ 410,600	\$ 410,600	\$ 80,342	9/19/2023	6/17/2024
Baker Multicultural Center Renovation 2023	Stephanie Ruth	3 - Construction							\$ 200,000	\$ 357,543	\$ 159,834	8/26/2022	6/14/2024
Baker Center Bobcat Bench 2023	Tamra Ansel	3 - Construction						X	\$ 58,000	\$ 58,000	\$ 555	3/12/2024	6/10/2024
Ridges Building 21 Chiller Replacement 2023	Tony Bertino	3 - Construction			X				\$ 175,000	\$ 175,000	\$ 15,602	7/18/2022	5/30/2024
Convocation Center Parking Garage Walkway Improvements 2023	Michael Tome	3 - Construction							\$ 390,000	\$ 390,000	\$ 212,927	12/5/2022	5/1/2024
RTV Forum Theater Dimmer Racks Replacement 2023	Michael Tome	3 - Construction						X	\$ 205,129	\$ 205,129	\$ 7,959	9/27/2023	4/23/2024
Friendship Park Japanese Gate Construction 2023	Gem Stone	3 - Construction							\$ 80,000	\$ 80,000	\$ 32,688	4/19/2023	4/13/2024
Clippinger Renovation Phase III 2021	Garrett Karr	3 - Construction							\$ 32,316,982	\$ 41,228,936	\$ 32,499,398	9/14/2020	3/18/2024
HVAC Controls FY22	Tony Bertino	3 - Construction						X	\$ 550,000	\$ 550,000	\$ 61,411	7/20/2021	3/8/2024
Multi-Phase Technology Corrosion Center 118, 126 & 127 Equipment Modifications 2022	Tony Bertino	3 - Construction						X	\$ 290,000	\$ 290,000	\$ 26,528	3/7/2022	3/5/2024
Ridges Building 33 Voltage Transition 2021	Garrett Karr	3 - Construction			X				\$ 1,650,000	\$ 1,650,000	\$ 1,299,531	7/21/2021	2/12/2024
Glidden Hall 403A Refresh 2023	Michael Tome	3 - Construction						X	\$ 113,900	\$ 113,900	\$ 40,600	6/30/2023	2/9/2024
Convocation Center 183A&B Golf Hitting Bay Installation 2022	Stephanie Ruth	4 - Closeout					X		\$ 71,550	\$ 71,550	\$ 1,968	1/26/2024	5/13/2024
Golf and Tennis Center Hole 3 Bridge Assessment 2022	Tamra Ansel	4 - Closeout							\$ 137,250	\$ 173,250	\$ 141,493	11/21/2022	5/13/2024
Peden Tower Fire Alarm System Replacement 2023	Gem Stone	4 - Closeout			X				\$ 695,000	\$ 695,000	\$ 397,195	7/29/2022	4/19/2024
Shively Dining Hall Grab N Go Conversion 2024	Jason Farmer	4 - Closeout						X	\$ 450,000	\$ 450,000	\$ 38,294	10/3/2023	4/4/2024
Ridges Building 37 Mail Services Loading Dock Replacement 2024	Jason Farmer	4 - Closeout						X	\$ 12,260	\$ 12,260	\$ 540	12/8/2023	3/25/2024
Porter and Lindley Halls Window Replacement 2019	Tony Bertino	4 - Closeout	X						\$ 3,399,452	\$ 3,399,452	\$ 2,984,529	3/4/2019	3/19/2024
Peden Athletic Training Room Renovation 2023	Gem Stone	4 - Closeout					X		\$ 300,000	\$ 436,000	\$ 335,234	10/24/2022	3/1/2024
Chubb Hall HVAC 2020	Brody Bauers	4 - Closeout						X	\$ 2,200,000	\$ 2,200,000	\$ 1,849,401	2/10/2020	2/21/2024
Chubb Hall 045 & 050 Reconfiguration 2023	Stephanie Ruth	4 - Closeout						X	\$ 85,825	\$ 85,825	\$ 69,012	6/29/2023	2/20/2024
Convocation Center Golf Program Lounge Area Conversion 2023	Stephanie Ruth	4 - Closeout					X		\$ 57,339	\$ 90,464	\$ 50,924	3/24/2023	2/16/2024
Aquatic Center Scoreboard Replacement 2023	Kedar Karandikar	4 - Closeout					X		\$ 135,000	\$ 135,000	\$ 21,794	9/19/2023	1/31/2024
Baker Center Ballroom Permanent Hoist Points 2022	Brody Bauers	4 - Closeout						X	\$ 20,000	\$ 20,000	\$ 18,288	6/21/2022	1/15/2024
Athens Campus Roof Repairs 2022	Brody Bauers	4 - Closeout						X	\$ 1,000,000	\$ 1,000,000	\$ 859,134	11/19/2021	1/15/2024
Baker Center West 82 Charbroiler Hood System Update 2023	Jason Farmer	4 - Closeout						X	\$ 300,000	\$ 300,000	\$ 232,270	9/14/2022	1/12/2024
Alden Library 5th Floor Rooms 502-512 and 531 Carpet Replacement 2023	Jason Farmer	4 - Closeout						X	\$ 43,000	\$ 49,000	\$ 47,827	6/1/2023	1/11/2024
Grover Center Atrium Improvements 2023	Gem Stone	4 - Closeout						X	\$ 200,000	\$ 200,000	\$ 143,489	2/10/2023	12/22/2023
Ridges Building 13 OUPD Room 111 Entry 2022	Michael Tome	4 - Closeout						X	\$ 31,250	\$ 13,443	\$ 13,443	1/23/2023	12/1/2023
OUZ Elson Hall West Roof Replacement 2022	Jason Farmer	4 - Closeout						X	\$ 475,000	\$ 475,000	\$ 425,753	3/29/2022	11/27/2023
Convocation Center S132 Storage Area Upgrade 2023	Gem Stone	4 - Closeout					X		\$ 50,000	\$ 94,000	\$ 88,169	5/24/2023	11/23/2023
Peden Tower Roof Replacement 2023	Gem Stone	4 - Closeout			X				\$ 700,000	\$ 700,000	\$ 616,044	11/18/2021	11/20/2023
Baker Center West 82 Food Court Grill & Cooler Additional Outlets 2024	Jason Farmer	4 - Closeout						X	\$ 8,000	\$ 8,000	\$ 7,270	9/1/2023	11/13/2023
Ridges Building 33 Deaerator Replacement 2021	Brody Bauers	4 - Closeout			X				\$ 530,000	\$ 530,000	\$ 381,538	7/20/2021	11/6/2023
Porter Hall Flat Roof Replacement 2022	Jason Farmer	4 - Closeout						X	\$ 504,625	\$ 504,625	\$ 442,628	1/13/2022	11/2/2023
Bush Airport Apron Rehabilitation 2021	Garrett Karr	4 - Closeout							\$ 3,192,858	\$ 3,165,383	\$ 2,668,270	2/22/2021	10/24/2023
Walter Hall 235 Classroom Renovation 2022	Gem Stone	4 - Closeout							\$ 480,000	\$ 550,000	\$ 543,278	2/6/2019	10/23/2023
Research and Technology Center Abatement 2022	Stephanie Ruth	4 - Closeout							\$ 3,250,000	\$ 750,000	\$ 459,641	11/19/2021	9/8/2023
West State Street Research Park Transformer Upgrade 2023	Michael Tome	4 - Closeout			X				\$ 200,000	\$ 200,000	\$ 173,001	2/10/2023	9/1/2023
Campus Steam System Repairs 2023	Brody Bauers	4 - Closeout						X	\$ 830,572	\$ 830,572	\$ 730,575	12/6/2021	9/1/2023
Copeland Hall Elevator Repairs/Replacement FY22	Stephanie Ruth	4 - Closeout					X		\$ 475,000	\$ 475,000	\$ 406,145	7/20/2021	9/1/2023
Bromley Hall Building Based Heating System 2022	Brody Bauers	4 - Closeout						X	\$ 600,000	\$ 950,000	\$ 922,947	9/14/2021	8/24/2023

Project Name	Project Manager	Current Phase	Funding Sources							Budget		Expenditures	Schedule	
			Internal Bank Financing	Central University Funding	Century Bond Bank	External Funding	State Capital	Departmental Funding	Original	Current	Start Date		Substantial Completion Date	
Culinary Services Food Truck Concrete Pad & Electric 2023	Jason Farmer	4 - Closeout						X	X	\$ 54,500	\$ 89,500	\$ 61,285	7/6/2023	8/21/2023
College Green Tunnel Rehabilitation 2022	Brody Bauers	4 - Closeout						X		\$ 3,378,400	\$ 3,378,400	\$ 2,483,929	12/6/2021	8/21/2023
Gamertsfelder Hall Restroom & HVAC Renovation 2022	Garrett Karr	4 - Closeout						X		\$ 10,750,000	\$ 10,750,000	\$ 10,216,440	8/10/2021	8/21/2023
Hebbardsville Large Animal Facility Build Out 2022	Tamra Ansel	4 - Closeout						X		\$ 197,550	\$ 288,400	\$ 274,375	1/31/2022	8/17/2023
Gamertsfelder & Washington Hall Window Replacement 2022	Garrett Karr	4 - Closeout						X		\$ 3,300,000	\$ 3,300,000	\$ 2,773,283	1/26/2022	8/16/2023
Alden Cafe Bibliotech Improvements 2022	Garrett Karr	4 - Closeout						X		\$ 310,000	\$ 393,768	\$ 388,512	1/20/2022	8/16/2023
Bentley Hall Classrooms Refresh 2023	Stephanie Ruth	4 - Closeout								\$ 578,000	\$ 548,000	\$ 383,566	10/12/2022	8/11/2023
Boyd, Sargent, & Treudley Lobbies Renovation 22/23	Gem Stone	4 - Closeout						X		\$ 6,500,000	\$ 6,500,000	\$ 6,090,408	4/11/2022	8/10/2023
Memorial Auditorium Alumni Room Renovation 2022	Jon Cozad	4 - Closeout								\$ 75,000	\$ 57,876	\$ 51,283	4/8/2022	8/4/2023
Grosvenor Hall & Grosvenor West Roof Replacements 2022	Tony Bertino	4 - Closeout					X			\$ 1,300,000	\$ 1,300,000	\$ 1,024,579	12/6/2021	7/24/2023
Peden Boiler and Domestic Hot Water Tank Replacement 2022	Stephanie Ruth	4 - Closeout			X					\$ 500,000	\$ 500,000	\$ 409,833	7/22/2021	7/21/2023
Heritage Hall Atrium Receptacles 2023	Michael Tome	4 - Closeout						X		\$ 80,000	\$ 80,000	\$ 70,321	10/3/2022	7/19/2023
OUL HVAC and Energy Efficiency Improvements Phase II 2021	Stephanie Ruth	4 - Closeout						X		\$ 3,662,726	\$ 2,563,267	\$ 2,561,467	5/24/2021	7/14/2023
Seigfred Hall HVAC Improvements 2021	Tony Bertino	4 - Closeout			X					\$ 250,000	\$ 250,000	\$ 170,208	9/14/2021	6/8/2023
Scott Quad Demolition 2022	Garrett Karr	4 - Closeout			X					\$ 2,200,000	\$ 2,200,000	\$ 1,849,633	11/2/2021	5/31/2023
Russ Research Opportunity Center	Gem Stone	4 - Closeout	X							\$ 30,100,000	\$ 31,100,000	\$ 30,512,091	4/16/2018	5/22/2023
NPHC Garden 2021	Tamra Ansel	4 - Closeout								\$ 115,000	\$ 468,216	\$ 453,728	5/3/2021	5/2/2023
Botanical Research HVAC Replacement 2019	Garrett Karr	4 - Closeout						X		\$ 488,475	\$ 488,475	\$ 297,225	3/19/2019	4/19/2023
Grosvenor Hall Elevator Replacement 2021	Brody Bauers	4 - Closeout			X					\$ 450,000	\$ 450,000	\$ 400,285	11/4/2020	3/21/2023
Hwa Wei Lee Exterior Drainage and Envelope Improvements 2021	Tony Bertino	4 - Closeout						X		\$ 110,000	\$ 74,380	\$ 74,380	6/23/2021	2/24/2023
Chubb Hall Ground Floor Restroom Renovation 2023	Stephanie Ruth	4 - Closeout								\$ 182,000	\$ 402,000	\$ 327,146	11/29/2022	1/31/2023
Aquatic Center Roof Replacement 2021	Tony Bertino	4 - Closeout			X					\$ 2,000,000	\$ 2,000,000	\$ 1,245,799	4/6/2021	10/11/2022
Ridges Building 18 First Floor Renovation 2022	Stephanie Ruth	4 - Closeout								\$ 356,550	\$ 356,550	\$ 258,775	3/1/2022	9/19/2022
OUS Academic Center DX Unit Replacement 2022	Tamra Ansel	4 - Closeout						X		\$ 335,500	\$ 335,500	\$ 247,262	12/3/2021	8/31/2022
Clippinger Renovation Phase 2	Garrett Karr	4 - Closeout	X							\$ 33,622,000	\$ 37,599,964	\$ 36,886,919	8/24/2018	8/16/2022
Grosvenor Hall Administrative Relocation Renovation 2019	Brody Bauers	4 - Closeout			X					\$ 1,800,000	\$ 1,350,000	\$ 1,254,474	1/16/2019	4/27/2022



**OHIO**  
UNIVERSITY

## **Interoffice Communication**

**Date:** May 15, 2024

**To:** The President and Board of Trustees

**From:** John Day, 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 FY24 information:

- Exhibit A - FY24 Financial Forecast - Narrative Analysis
- Exhibit B1 - FY24 Income Statement Forecast
- Exhibit B - FY24 Income Statement - Narrative Analysis
- Exhibit C1 - FY24 Balance Sheet Forecast
- Exhibit C - FY24 Balance Sheet - Narrative Analysis
- Exhibit D - Investment Income - Summary
- Exhibit D1 - Investment Return Forecast
- Exhibit E – FY24 Strategic Opportunity Reserve Forecast
- Exhibit F – FY24 Senate Bill 6 Forecast
- Financial Update Glossary

## Exhibit A – FY24 Financial Forecast

The following summaries present the Forecasted results for the University and the Foundation for FY24 as compared to the Board-approved budget for FY24. 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)	Additional Details (Section)
	State Appropriations	\$182.3	\$182.4	\$0.1	State appropriations are forecasted higher than budget based on higher line item appropriations.
	Net UG Tuition & Fees	\$163.9	\$176.5	\$12.6	The incoming freshman class was budgeted to have a 0% rate increase due to the delay in the state budget approval. However, a 3% tuition increase was implemented after the state budget was approved. Additionally, we had about 300 more incoming freshman than budgeted. Lower financial aid costs helped improve the net revenue projection.
	Net Graduate Tuition & Fees	\$91.2	\$86.5	\$(4.7)	Net Graduate Tuition & Fees are projected to below budget driven by lower demand than anticipated.  (Exhibit B1– FY24 Income Statement Forecast: Operating Units Revenue)
	Room & Board	\$108.3	\$114.8	\$6.5	The favorable variance in Room & Board is due to increased enrollments. However, additional expenses mostly offset the additional revenues.
	Grants & Contracts	\$54.6	\$47.1	\$(7.5)	Grant activity is projected to be lower than budget but in line with the prior year results. The budget assumptions were too high. (Exhibit B1– FY24 Income Statement Forecast: Operating Units Revenue)
	Investment Income – GAAP Adjusted:	\$87.8	\$125.3	\$37.5	The forecast includes estimated returns for the FYTD through April plus the expected return for the remainder of the fiscal year. Long-term investment returns are currently forecast to reach 9.8%, compared to the budget of 7.6%. Significant market volatility has occurred during the fiscal year to date. (Exhibit D1 – Investment Income)
	• Working Cap Pool	\$20.8	\$37.7	\$16.9	
	• Endowment Pool	\$49.9	\$69.4	\$19.5	
	• Century Bond Pool	\$16.5	\$17.6	\$1.1	
	Total Salaries	\$346.7	\$350.4	\$(3.7)	Unfavorable variance in compensation due to investments in student services requiring additional employees which offset the budgeted 3% vacancy savings. The unfavorable variance in Benefits is driven by higher healthcare expenses and the additional healthcare eligible employees.
	Total Benefits	\$126.4	\$129.3	\$(2.9)	(Exhibit B1– FY24 Income Statement Forecast: Operating Units Expenditures)
	Strategic Opportunity Reserve				A large investment for the translational research project was moved out from FY24 into FY25 resulting in a lower use of funds for FY24.  (Exhibit E – SOR)
	• Contributions	\$12.5	\$12.9	\$0.4	
	• Use of Funds	\$14.2	\$13.9	\$0.3	
	Net Results of Operations	\$(3.7)	\$(28.7)	\$(25.0)	Reflective of all the above. (Exhibit B1– FY24 Income Statement Forecast: Operating Units Net Results)
	• GAAP Adjusted Net Results	\$66.5	\$88.9	\$22.4	Primarily driven by a favorable variance in Investment Income (Exhibit B1– FY24 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)		
		FY24			FY24		
		Budget	Forecast	Variance Fav (Unfav)	Budget	Forecast	Variance Fav (Unfav)
1	State Appropriations	182.3	182.4	0.1	202.7	195.1	(7.6)
4	Net Undergraduate Tuition & Fees	163.9	176.5	12.6	163.9	176.5	12.6
7	Net Graduate Tuition & Fees	91.2	86.5	(4.7)	91.2	86.5	(4.7)
8	Room and Board	108.3	114.8	6.5	108.3	114.8	6.5
9	Grants & Contracts	54.6	47.1	(7.5)	63.9	50.3	(13.6)
10	Facilities & Admin Cost Recovery	9.5	10.9	1.4	9.5	10.9	1.4
11-12	Gifts & Endowment Distributions	45.5	45.5	-	29.3	29.3	-
13	Investment Income	7.1	9.3	2.2	87.8	125.3	37.5
14	Internal & External Sales	61.9	68.3	6.4	48.4	52.9	4.5
17	Total Revenue & Revenue Allocations	724.3	741.3	17.0	805.0	841.6	36.6
18	Funding Transfers	-	-	-	-	-	-
19	Total Salaries, Wages & Other Payroll	346.7	350.4	(3.7)	346.7	350.4	(3.7)
20	Total Benefits	126.4	129.3	(2.9)	126.4	129.3	(2.9)
21	Supplies, Services & Capital Costs	193.9	202.5	(8.6)	175.8	180.0	(4.2)
22-24	Debt Service	51.7	56.6	(4.9)	25.2	25.3	(0.1)
25	Depreciation & Amortization	-	-	-	64.4	67.7	(3.3)
26	Total Direct Expenses	718.7	738.8	(20.1)	738.5	752.7	(14.2)
30	Results of Operations	5.6	2.5	(3.1)	66.5	88.9	22.4
31	Transfer To (From) Plant Fund	8.6	24.9	(16.3)	-	-	-
32	Transfer To (From) Quasi Endowments	0.7	6.7	(6.0)	-	-	-
33	Repair & Replacement Transfers	-	(0.4)	0.4	-	-	-
	<b>Net Results</b>	<b>(3.7)</b>	<b>(28.7)</b>	<b>(25.0)</b>	<b>66.5</b>	<b>88.9</b>	<b>22.4</b>

**Table 3 - Net Results by Operating Unit (Detailed analysis in Exhibit B)**

	Net Results			Comments
	FY24			
	Budget	Forecast	Variance Fav (Unfav)	
Athens Colleges & Schools	(0.5)	4.3	4.8	<ul style="list-style-type: none"> <li>• <b>Athens Colleges &amp; Schools</b></li> <li>- Favorable variances in Gifts and Grants income</li> <li>• <b>Regional Campuses</b></li> <li>- Favorable variances in Net Undergraduate Tuition and Gifts, partially offset by unfavorable variances in Compensation and Supplies &amp; Services</li> <li>• <b>Auxiliaries</b></li> <li>- Unfavorable variances in Transfer to Plant Funds, Supplies &amp; Services and Compensation, partially offset by favorable variances in Room &amp; Board and External Sales</li> <li>• <b>Central &amp; Admin Operations</b></li> <li>- Unfavorable variance in Grants Income, Debt Service Expense and Transfer From Plant Fund</li> <li>• <b>Reserves</b></li> <li>- Unfavorable variance in Supplies &amp; Services</li> <li>• <b>Central Adjustments</b></li> <li>- Adjustments to planning unit forecasts for Grants revenue, Investment income, Supplies &amp; Services, Debt Service expense and Transfer to Quasi Endowments to bring the Operating forecast in line with the Central forecast.</li> </ul>
Regional Campuses	0.4	2.8	2.4	
Auxiliaries	(4.2)	(12.9)	(8.7)	
Central & Admin Operations	3.1	(15.9)	(19.0)	
Reserves	(2.5)	(3.0)	(0.5)	
Central Adjustments	-	(4.0)	(4.0)	
<b>Net Results</b>	<b>(3.7)</b>	<b>(28.7)</b>	<b>(25.0)</b>	



Exhibit B1 - FY24 Income Statement Forecast

(in millions)		Endowment			Capital			Century Bond			Internal Bank			Nonoperating Unit Subtotal			Variance FY24 Forecast over FY24 Budget	Variance FY24 Forecast over FY23 Actual
		FY23 Actual	FY24 Budget	FY24 Forecast	FY23 Actual	FY24 Budget	FY24 Forecast	FY23 Actual	FY24 Budget	FY24 Forecast	FY23 Actual	FY24 Budget	FY24 Forecast	FY23 Actual	FY24 Budget	FY24 Forecast		
<b>REVENUES</b>																		
1	State Appropriations	-	-	-	20.7	20.4	12.7	-	-	-	-	-	-	20.7	20.4	12.7	(7.7)	(8.0)
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	-	-	-	9.3	3.2	-	-	-	-	-	-	-	9.3	3.2	-	(6.1)	3.2
10	Facilities & Admin Cost Recovery	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
11	Endowment Distributions	(34.0)	(35.2)	(35.2)	-	-	-	-	-	-	-	-	-	(34.0)	(35.2)	(35.2)	-	(1.2)
12	Gift Contributions	9.7	19.0	19.4	1.3	-	1.0	-	-	-	-	-	-	11.0	19.0	20.4	1.4	9.4
13	Investment Income	67.6	49.9	69.4	-	-	-	20.0	16.5	17.6	20.5	13.7	28.4	108.1	80.1	115.4	35.3	7.3
14	Internal & External Sales	0.1	-	-	-	-	-	-	-	-	0.5	0.2	0.2	0.6	0.2	0.2	-	(0.4)
15	<b>Total Revenues</b>	\$ 43.4	\$ 33.7	\$ 53.6	\$ 22.0	\$ 29.7	\$ 16.9	\$ 20.0	\$ 16.5	\$ 17.6	\$ 21.0	\$ 13.9	\$ 28.6	\$ 106.4	\$ 93.8	\$ 116.7	\$ 22.9	\$ 10.3
16	Administrative Cost Distribution	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
17	<b>Total Revenues &amp; Revenue Allocations</b>	\$ 43.4	\$ 33.7	\$ 53.6	\$ 22.0	\$ 29.7	\$ 16.9	\$ 20.0	\$ 16.5	\$ 17.6	\$ 21.0	\$ 13.9	\$ 28.6	\$ 106.4	\$ 93.8	\$ 116.7	\$ 22.9	\$ 10.3
18	<b>Funding Transfers</b>	\$ -	\$ -	\$ -	\$ (0.2)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (0.2)	\$ -	\$ -	\$ -	\$ 0.2
<b>EXPENSES</b>																		
19	Total Salaries, Wages, & Other Payroll	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
20	Total Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
21	Supplies, Services, & Capital Costs	-	-	-	71.3	89.2	110.9	-	-	-	0.3	0.3	0.3	71.6	89.5	111.2	21.7	39.6
22	External Debt Service - Principal	-	-	-	-	-	-	-	-	-	13.4	13.0	13.0	13.4	13.0	13.0	-	(0.4)
23	External Debt Service - Interest	-	-	-	-	-	-	14.0	14.0	14.0	11.5	11.8	11.8	25.5	25.8	25.8	-	0.3
24	Internal Principal & Interest	-	-	-	-	-	-	(17.6)	(14.6)	(18.9)	(39.3)	(37.1)	(37.7)	(56.9)	(51.7)	(56.6)	(4.9)	0.3
25	Depreciation & Amortization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
26	<b>Total Direct Expenses</b>	\$ -	\$ -	\$ -	\$ 71.3	\$ 89.2	\$ 110.9	\$ (3.6)	\$ (0.6)	\$ (4.9)	\$ (14.1)	\$ (12.0)	\$ (12.6)	\$ 53.6	\$ 76.6	\$ 93.4	\$ 16.8	\$ 39.8
27	Capital Cost Allocation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
28	Contribution Margin	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
29	<b>Total Expenses &amp; Expense Allocations</b>	\$ -	\$ -	\$ -	\$ 71.3	\$ 89.2	\$ 110.9	\$ (3.6)	\$ (0.6)	\$ (4.9)	\$ (14.1)	\$ (12.0)	\$ (12.6)	\$ 53.6	\$ 76.6	\$ 93.4	\$ 16.8	\$ 39.8
30	<b>Results of Operations</b>	\$ 43.4	\$ 33.7	\$ 53.6	\$ (49.1)	\$ (59.5)	\$ (94.0)	\$ 23.6	\$ 17.1	\$ 22.5	\$ 35.1	\$ 25.9	\$ 41.2	\$ 53.0	\$ 17.2	\$ 23.3	\$ 6.1	\$ (29.7)
<b>INVESTMENT TRANSFERS</b>																		
31	Transfer To (From) Plant Fund	-	-	-	(28.2)	(21.8)	(41.2)	14.4	13.2	13.2	(1.2)	-	3.1	(15.0)	(8.6)	(24.9)	(16.3)	(9.9)
32	Transfer To (From) Quasi Endowments	(5.4)	(0.7)	(6.7)	-	-	-	-	-	-	-	-	-	(5.4)	(0.7)	(6.7)	(6.0)	(1.3)
33	Repair & Replacement Transfers	-	-	-	-	-	0.4	-	-	-	-	-	-	-	-	0.4	0.4	0.4
34	Internal Bank Transfers	-	-	-	-	-	-	-	-	-	1.1	-	-	1.1	-	-	-	(1.1)
35	Other Transfers	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
36	<b>Total Investment Transfers</b>	\$ (5.4)	\$ (0.7)	\$ (6.7)	\$ (28.2)	\$ (21.8)	\$ (40.8)	\$ 14.4	\$ 13.2	\$ 13.2	\$ (0.1)	\$ -	\$ 3.1	\$ (19.3)	\$ (9.3)	\$ (31.2)	\$ (21.9)	\$ (11.9)
	<b>Net Results</b>	\$ 48.8	\$ 34.4	\$ 60.3	\$ (20.9)	\$ (37.7)	\$ (53.2)	\$ 9.2	\$ 3.9	\$ 9.3	\$ 35.2	\$ 25.9	\$ 38.1	\$ 72.3	\$ 26.5	\$ 54.5	\$ 28.0	\$ (17.8)
37	Total Transfer To (From) Reserve	-	-	-	-	-	-	-	-	-	(5.2)	3.7	28.7	(5.2)	3.7	28.7	25.0	33.9
38	<b>Adjusted Net Results</b>	\$ 48.8	\$ 34.4	\$ 60.3	\$ (20.9)	\$ (37.7)	\$ (53.2)	\$ 9.2	\$ 3.9	\$ 9.3	\$ 40.4	\$ 22.2	\$ 9.4	\$ 77.5	\$ 22.8	\$ 25.8	\$ 3.0	\$ (51.7)

Exhibit B1 - FY24 Income Statement Forecast

(in millions)		Component Units			Financial Statement Adjustments			GAAP Adjusted Totals			Variance FY24 Forecast over FY24 Budget	Variance FY24 Forecast over FY23 Actual
		FY23 Actual	FY24 Budget	FY24 Forecast	FY23 Actual	FY24 Budget	FY24 Forecast	FY23 Actual	FY24 Budget	FY24 Forecast		
<b>REVENUES</b>												
1	State Appropriations	-	-	-	0.8	-	-	207.1	202.7	195.1	(7.6)	(12.0)
2	Gross Undergraduate Tuition & Fees	-	-	-	-	-	-	252.8	261.9	274.6	12.7	21.8
3	Undergraduate Financial Aid	-	-	-	-	-	-	(84.5)	(98.0)	(98.1)	(0.1)	(13.6)
4	Net Undergraduate Tuition & Fees	-	-	-	-	-	-	168.3	163.9	176.5	12.6	8.2
5	Gross Graduate Tuition & Fees	-	-	-	-	-	-	119.0	121.5	118.5	(3.0)	(0.5)
6	Graduate Financial Aid	-	-	-	-	-	-	(31.9)	(30.3)	(32.0)	(1.7)	(0.1)
7	Net Graduate Tuition & Fees	-	-	-	-	-	-	87.1	91.2	86.5	(4.7)	(0.6)
8	Room & Board	-	-	-	-	-	-	98.1	108.3	114.8	6.5	16.7
9	Grants & Contracts	-	-	-	0.7	-	-	46.0	63.9	50.3	(13.6)	4.3
10	Facilities & Admin Cost Recovery	-	-	-	-	-	-	10.6	9.5	10.9	1.4	0.3
11	Endowment Distributions	-	-	-	-	-	-	-	-	-	-	-
12	Gift Contributions	0.3	-	-	40.8	-	(1.4)	73.6	29.3	29.3	-	(44.3)
13	Investment Income	1.3	0.6	0.6	3.2	-	-	119.2	87.8	125.3	37.5	6.1
14	Internal & External Sales	8.7	8.8	7.0	(24.6)	(22.5)	(22.6)	57.1	48.4	52.9	4.5	(4.2)
15	<b>Total Revenues</b>	\$ 10.3	\$ 9.4	\$ 7.6	\$ 20.9	\$ (22.5)	\$ (24.0)	\$ 867.1	\$ 805.0	\$ 841.6	\$ 36.6	\$ (25.5)
16	Administrative Cost Distribution	-	-	-	-	-	-	-	-	-	-	-
17	<b>Total Revenues &amp; Revenue Allocations</b>	\$ 10.3	\$ 9.4	\$ 7.6	\$ 20.9	\$ (22.5)	\$ (24.0)	\$ 867.1	\$ 805.0	\$ 841.6	\$ 36.6	\$ (25.5)
18	<b>Funding Transfers</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>EXPENSES</b>												
19	Total Salaries, Wages, & Other Payroll	2.6	-	-	0.3	-	-	339.8	346.7	350.4	3.7	10.6
20	Total Benefits	-	-	-	(18.5)	-	-	101.5	126.4	129.3	2.9	27.8
21	Supplies, Services, & Capital Costs	4.8	7.1	5.7	(92.0)	(114.7)	(139.4)	175.5	175.8	180.0	4.2	4.5
22	External Debt Service - Principal	-	-	-	(13.4)	(13.0)	(13.0)	-	-	-	-	-
23	External Debt Service - Interest	-	-	-	0.4	(0.6)	(0.5)	25.9	25.2	25.3	0.1	(0.6)
24	Internal Principal & Interest	-	-	-	-	-	-	-	-	-	-	-
25	Depreciation & Amortization	0.8	1.1	1.1	66.5	63.3	66.6	67.3	64.4	67.7	3.3	0.4
26	<b>Total Direct Expenses</b>	\$ 8.2	\$ 8.2	\$ 6.8	\$ (56.7)	\$ (65.0)	\$ (86.3)	\$ 710.0	\$ 738.5	\$ 752.7	\$ 14.2	\$ 42.7
27	Capital Cost Allocation	-	-	-	-	-	-	-	-	-	-	-
28	Contribution Margin	-	-	-	-	-	-	-	-	-	-	-
29	<b>Total Expenses &amp; Expense Allocations</b>	\$ 8.2	\$ 8.2	\$ 6.8	\$ (56.7)	\$ (65.0)	\$ (86.3)	\$ 710.0	\$ 738.5	\$ 752.7	\$ 14.2	\$ 42.7
30	<b>Results of Operations</b>	\$ 2.1	\$ 1.2	\$ 0.8	\$ 77.6	\$ 42.5	\$ 62.3	\$ 157.2	\$ 66.5	\$ 88.9	\$ 22.4	\$ (68.3)
<b>INVESTMENT TRANSFERS</b>												
31	Transfer To (From) Plant Fund	-	-	-	-	-	-	-	-	-	-	-
32	Transfer To (From) Quasi Endowments	-	-	-	-	-	-	-	-	-	-	-
33	Repair & Replacement Transfers	-	-	-	-	-	-	-	-	-	-	-
34	Internal Bank Transfers	-	-	-	-	-	-	-	-	-	-	-
35	Other Transfers	-	-	-	-	-	-	-	-	-	-	-
36	<b>Total Investment Transfers</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<b>Net Results</b>	\$ 2.1	\$ 1.2	\$ 0.8	\$ 77.6	\$ 42.5	\$ 62.3	\$ 157.2	\$ 66.5	\$ 88.9	\$ 22.4	\$ (68.3)
37	Total Transfer To (From) Reserve	-	-	-	-	-	-	-	-	-	-	-
38	<b>Adjusted Net Results</b>	\$ 2.1	\$ 1.2	\$ 0.8	\$ 77.6	\$ 42.5	\$ 62.3	\$ 157.2	\$ 66.5	\$ 88.9	\$ 22.4	\$ (68.3)



## Narrative Analysis

Following are the consolidated financial forecasts for the University and the Foundation. The supporting narrative explains variances from the budget approved by the Board in June 2023. Additional descriptions for report columns and revenue and expense line items can be found in the attached Glossary.

### Exhibit B – FY24 Income Statement (See prior Exhibit B1 for full FY24 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)			
		FY23 Actual	FY24		
			Budget	Forecast	Variance Fav (Unfav)
1	State Appropriations	185.6	182.3	182.4	0.1

#### State Appropriations

- OHIO is assuming to receive the full SSI distribution and Line Item Appropriations for FY24 which, in total, is higher than what was budgeted. The budget was approved before the FY24 State Appropriations were released by the State.

**Table 5 - Net Undergraduate Tuition & Educational Fees**

#	Line Item	Operating Activity Subtotal (in millions)			
		FY23 Actual	FY24		
			Budget	Forecast	Variance Fav (Unfav)
	FY23-24 UG Revenue Equivalent FTEs (all students)	20,288	20,347	21,602	1,255
2	Gross UG Tuition & Fees	252.8	261.9	274.6	12.7
3	UG Financial Aid	(84.5)	(98.0)	(98.1)	(0.1)
4	Net UG Tuition & Fees	168.3	163.9	176.5	12.6

#### Net Undergraduate Tuition & Educational Fees

- As of May 2024, OU is forecasting a year-over-year Net UG tuition change of +8.2M.
- Ohio University's FY24 gross UG tuition is currently forecasted to be +\$12.7M above budget driven by higher incoming class enrollment, stronger persistence, and a 3% tuition rate increase for the incoming class.
- Net Undergraduate tuition is projected to be +\$12.6M above budget due to strong gross UG tuition and holding at our budgeted UG financial aid, even with the higher enrollments. 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)			
	FY23 Actual	FY24		
		Budget	Forecast	Variance Fav (Unfav)
Gross UG Tuition & Fees - Athens	211.6	223.0	229.4	6.4
UG Financial Aid - Athens	(79.4)	(92.5)	(92.6)	(0.1)
<b>Net UG Tuition &amp; Fees - Athens</b>	<b>132.2</b>	<b>130.5</b>	<b>136.8</b>	<b>6.3</b>
Gross UG Tuition & Fees - Regionals	22.5	21.4	23.8	2.4
UG Financial Aid - Regionals	(5.1)	(5.5)	(5.5)	-
<b>Net UG Tuition &amp; Fees - Regionals</b>	<b>17.4</b>	<b>15.9</b>	<b>18.3</b>	<b>2.4</b>
<b>Net UG Tuition &amp; Fees - eLearning</b>	<b>18.7</b>	<b>17.5</b>	<b>21.4</b>	<b>3.9</b>

Net Undergraduate Tuition & Educational Fees – Campus Detail

- Gross Athens Campus and eLearning tuition is forecasted to be \$10.3M favorable to budget and Athens UG financial aid is forecasted slightly unfavorable at -\$0.1M creating a favorable net result of \$10.2M. Our stronger freshman class, persistence, and transfers were higher than budgeted. We budgeted a 0% tuition increase whereas a 3% tuition increase was implemented for the incoming class, which contributed to higher tuition revenues.
- Regional Campus net UG tuition & fees are projected to be \$2.4M favorable to budget which is \$0.9M higher than last year.

**Table 7 - Net Graduate Tuition & Educational Fees**

#	Line Item	Operating Activity Subtotal (in millions)			
		FY23 Actual	FY24		
			Budget	Forecast	Variance Fav (Unfav)
	FY23-24 Grad Revenue Equivalent FTEs (all students)	4,923	5,181	4,857	(324)
5	Gross Graduate Tuition & Fees	119.0	121.5	118.5	(3.0)
6	Graduate Financial Aid	(31.9)	(30.3)	(32.0)	(1.7)
7	Net Graduate Tuition & Fees	87.1	91.2	86.5	(4.7)

Net Graduate Tuition & Educational Fees

- As of May 2024, Ohio University is forecasting a year-over-year graduate net tuition change of -\$0.6M.
- An unfavorable budget variance of -\$4.7M is projected for net graduate tuition and fees which is driven by a decline in gross graduate tuition and fees while increasing gross financial aid.

**Table 8 – Room and Board**

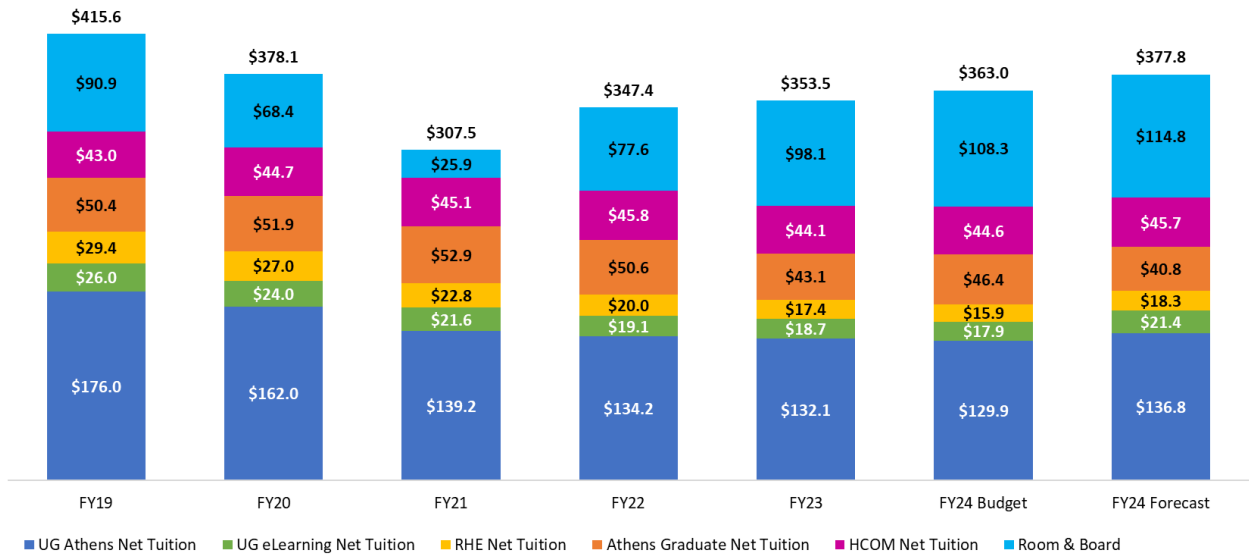
#	Line Item	Operating Activity Subtotal (in millions)			
		FY23 Actual	FY24		
			Budget	Forecast	Variance Fav (Unfav)
	Spring Students in Residence Halls	6,905	6,978	7,749	771
	Room	58.0	64.8	68.4	3.6
	Board	40.1	43.5	46.4	2.9
8	Total Room & Board	98.1	108.3	114.8	6.5

Room & Board

- Room revenues are \$3.6M favorable to budget due to an increase in residents; this reflects a \$10.4M increase over FY23. Additional expenses are being incurred with a third-party for additional bed capacity to support the increased enrolments, which mostly offsets the additional revenue.
- Total Board (Culinary Services) revenues are forecasted to be favorable to budget by \$2.9M driven by an increase in actual enrollments vs projected enrollment assumptions. The FY24 forecast is up \$6.3M from prior year actuals.

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)			
		FY23 Actual	FY24		Variance Fav (Unfav)
			Budget	Forecast	
9	Grants & Contracts	45.3	54.6	47.1	(7.5)
10	Facilities & Admin Cost Recovery	10.6	9.5	10.9	1.4
11	Endowment Distributions	34.0	35.2	35.2	-
12	Gifts & Contributions	21.5	10.3	10.3	-
13	Investment Income	6.6	7.1	9.3	2.2
14	Internal & External Sales	72.4	61.9	68.3	6.4

Grants and Contracts

- The FY24 forecast is based on current grant activity and past trends. Compared to the FY24 Budget, this represents an unfavorable variance of -\$7.5M. The forecast includes a -\$0.2M unfavorable central forecasting adjustment in Federal, Private and State Grants for Athens College and Schools, which aligns appropriately with current activity.

Facilities and Administrative (F&A) Cost Recovery

- The FY24 forecasted favorable variance of \$1.4M is due to federal and state funding that was not budgeted by the planning units per the Grants and Contracts forecast.

Endowment Distributions

- FY24 endowment distributions are forecast to equal the budgeted amount of \$35.2M.

- Endowment Distributions represent the income brought into operations derived from the endowment spending policy. The current spending policy is 5.6%, inclusive of the 1.6% 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

	GAAP Adjusted ( <i>in millions</i> )			
	FY23 Actual	FY24		
		Budget	Forecast	Variance Fav (Unfav)
Current Use Cash Gifts	21.5	10.3	10.3	-
Endowed Gifts	9.7	19.0	19.4	0.4
Capital Gifts	1.3	-	1.0	1.0
Component Unit Gifts	0.3	-	-	-
GAAP Adjustments	40.8	-	(1.4)	(1.4)
Total Gifts and Contributions	73.6	29.3	29.3	-

- Total gifts are forecast at the budgeted amount of \$29.3M. Total gifts include the following components:
  - Current-use cash gifts were budgeted and forecast \$10.3M.
  - Endowed cash gifts were budgeted at \$19.0M and are forecast to be slightly higher at \$19.4M.
  - Capital gifts were not budgeted but are forecast at \$1.0M, which reflects the appraised value of a real estate gift received by the University in August 2023.
  - GAAP adjustments to gifts were not budgeted and are forecast at -\$1.4M. GAAP adjustments include in-kind contributions and changes to pledges and bequest-receivables balances. The budgeted amount of \$0 reflected that receipts of in-kind contributions were anticipated to offset collections against pledges and bequests receivable. Much of the negative variance reflects that \$1.0M in budgeted in-kind contributions were received in the form of the real estate gifts described above, and that amount recognized in the Capital column rather than the GAAP adjustments column of the financial schedule.

### 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 \$6.4M favorable to budget due to favorable variances in healthcare rebates, Athletics, Culinary and Parking and Transportation revenue.

**Table 11 – Compensation**

#	Line Item	Operating Activity Subtotal (in millions)			
		FY23 Actual	FY24		
			Budget	Forecast	Variance Fav (Unfav)
19	Total Salaries, Wages, & Other Payroll	336.9	346.7	350.4	(3.7)
20	Total Benefits	120.0	126.4	129.3	(2.9)
	Benefits % of Salary	35.6%	36.5%	36.9%	-0.4%

Compensation

- Total Salaries, Wages, & Other Payroll is forecasted to have an \$3.7M unfavorable variance. The primary drivers of this variance are the result of investments in areas across the University requiring additional employees that offset the budgeted 3% compensation vacancy savings.
- Overall, total benefit expenses are projected \$2.9M unfavorable due to higher healthcare expenses and variable benefits (primarily retirement) for the additional benefits-eligible employees.

**Table 12 – Salaries and Wages by Employee Type**

	GAAP Adjusted Totals (in millions)			
	FY23 Actual	FY24		
		Budget	Forecast	Variance Fav(Unfav)
Faculty Salaries	\$ 124.2	\$ 126.3	\$ 127.1	\$ (0.8)
Administrative Salaries	133.5	139.0	140.3	(1.3)
Total Salaries	\$ 257.7	\$ 265.3	\$ 267.4	\$ (2.1)
Union & Classified Wages	40.2	40.3	39.4	0.9
Student Wages	17.3	16.5	18.9	(2.4)
Graduate Student Wages	21.1	21.4	21.1	0.3
Total Wages	\$ 78.6	\$ 78.2	\$ 79.4	\$ (1.2)
Other Compensation	3.5	3.2	3.6	(0.4)
Total Salaries, Wages, & Other Compensation	\$ 339.8	\$ 346.7	\$ 350.4	\$ (3.7)
Y-O-Y Growth	1%	2%	3%	

- The budgeted 3% compensation vacancy savings have been offset by new positions resulting from University investments, mostly in Administrative Salaries, which are projected to be \$1.3M over budget.
- Faculty salaries are projected to be \$0.8M over budget which are driven by additional classes to support larger enrollment.
- Union Wages are projected to be under budget by \$0.9M.
- Student wages are projected to be \$2.4M over budget driven by significant increases in student employment in the Culinary division.
- Note that the GAAP adjusted totals above include Operating activity, Component Unit activity and Financial Statement Adjustments.

**Table 13 – Salaries and Wages by Operating Unit**

	Operating Activity Subtotal (in millions)			
	FY23 Actual	FY24		
		Budget	Forecast	Variance Fav (Unfav)
Athens Colleges & Schools	183.8	187.8	188.0	(0.2)
Regional	21.7	20.7	22.0	(1.3)
Auxiliaries	29.2	29.4	32.8	(3.4)
Central and Administrative Operations	102.2	108.8	107.6	1.2
Total Salaries, Wages, & Other Payroll	336.9	346.7	350.4	(3.7)

- Athens Colleges & Schools are forecasting to be slightly over budget by \$0.2M.
- Regional salaries & wages are forecasted to be unfavorable to budget by \$1.3M as a result of additional faculty needed to support the increased demand, for which the increased expenses are offset by increased revenues.
- Auxiliary salaries & wages are forecasted \$3.4M over budget driven by a \$2M variance in Culinary, of which \$1.5M is due to increased student wages, and a \$1.2M variance in Athletics.
- The Central and Administrative Operations variance is \$1.2M favorable due to forecast adjustments based on YTD results.

**Table 14 – Other Expenses**

#	Line Item	Operating Activity Subtotal (in millions)			
		FY23 Actual	FY24		
			Budget	Forecast	Variance Fav (Unfav)
21	Supplies, Services, & Capital Costs	191.1	193.9	202.5	(8.6)
24	Internal Debt Service	56.9	51.7	56.6	(4.9)

Supplies, Services, & Capital Costs

- The Supplies, Services & Capital Costs forecast is \$8.6M unfavorable to budget.
  - Athletics is forecasting a \$2.1M unfavorable variance due to unbudgeted post season travel and supplies expense as well as inflationary cost increases related to travel and athletic supplies.
  - The forecast includes a \$1.8M unfavorable variance in maintenance expense.
  - Culinary and Housing have unfavorable variances of \$1.1M and \$0.5M respectively, due to increased undergraduate enrollments.
  - The remaining variance is comprised of multiple small adjustments to bring the forecast in line with spending.
  - The forecast includes a \$0.2M unfavorable Central Adjustment to align expense forecast with central projections.

**Table 15 – Transfers**

#	Line Item	Operating Activity Subtotal (in millions)			
		FY23 Actual	FY24		
			Budget	Forecast	Variance Fav (Unfav)
31	Transfer To (From) Plant Fund	15.0	8.6	24.9	(16.3)
32	Transfer To (From) Quasi Endowments	5.4	0.7	6.7	(6.0)
34	Internal Bank Transfers	(1.1)	-	-	-

Transfers To (From) Plant Fund

- Plant fund transfers are forecasted to be \$16.3M unfavorable to budget.
  - Residential Housing has an unfavorable variance of \$10.0M
  - Central and Admin Operations is forecasting a \$2.5M unfavorable variance in Information Technology, a \$1.8M unfavorable variance in Provost and a \$0.9M unfavorable variance in Debt Service.

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.
- FY24 forecasted activity totals \$6.7M and includes the following:
  - A \$1.0M budgeted transfer out of the endowment to support Russ College capital improvements.
  - A \$4.6M unbudgeted transfer into the endowment in support of the Russ College and sourced from the sale of the Russ Research Center (RRC) and related Russ LLC operating cash balances. The RRC sale closed on November 30, 2023, and the addition to the quasi-endowment was approved by the Foundation’s Board of Trustees at the March 2024 meeting.
  - \$0.2M of unbudgeted transfers into several quasi-endowments that support the College of Business and Patton College of Education, as approved by the Foundation’s Board of Trustees at the March 2024 meeting.
  - A \$0.7M transfer into the endowment to support the Ohio University Fund for Appalachian Ohio Student Success, which was not budgeted but was approved by the Board of Trustees during the January 2023 meeting.
  - \$2.2M of transfers into the endowment for the undergraduate and HCOM scholarship matching programs, which were budgeted at \$1.7M.



**Table 16 – Central Forecasting Adjustments**

#	Line Item	Central Adjustments (in millions)	Central Adjustment Reason
		FY24	
		Forecast	
9	Grants & Contracts	(0.2)	Adjusted to agree to central forecast.
13	Investment Income	1.8	Adjusted to agree to Investment forecast.
17	Total Revenue & Revenue Allocations	1.6	
21	Supplies, Services, & Capital Costs	0.2	Adjusted to align to trend analysis.
24	Internal Principal & Interest	(0.3)	Adjusted to agree to Internal Bank forecast.
	Total Expenses	(0.1)	
28	Contribution Margin	-	
	Subtotal Results of Operations	1.7	
32	Transfer To (From) Quasi Endowments	5.7	Adjusted to agree to Endowment forecast.
	Net Results	(4.0)	

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)			
		FY23 Actual	FY24		
			Budget	Forecast	Variance Fav (Unfav)
11	Endowment Distributions	(34.0)	(35.2)	(35.2)	-
12	Gifts & Contributions	9.7	19.0	19.4	0.4
13	Investment Income	67.6	49.9	69.4	19.5
14	Internal & External Sales	0.1	-	-	-
	Total Revenue & Revenue Allocations	43.4	33.7	53.6	19.9
32	Transfer To (From) Quasi Endowments	(5.4)	(0.7)	(6.7)	6.0
	Adjusted Net Results	48.8	34.4	60.3	25.9

### Gifts & Contributions

- Endowed cash gifts are forecast at \$19.4M, slightly favorable to the budgeted amount of \$19.0M.

### Investment Income

- Investment income from the endowment in the LT Pool is forecast at a gain of \$69.4M net of fees, or 9.8%, as compared with the budgeted amount of \$49.9M, which was based on the portfolio's expected return of 7.6%.
- The forecasted return of 9.8% reflects an estimated FYTD return of 8.4% through April 2024, plus the expected return of 7.6% 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.
- FY24 forecasted activity totals \$6.7M and includes the following:
  - A \$1.0M budgeted transfer out of the endowment to support Russ College capital improvements.
  - A \$4.6M unbudgeted transfer into the endowment in support of the Russ College and sourced from the sale of the Russ Research Center (RRC) and related Russ LLC operating cash balances. The RRC sale closed on November 30, 2023, and the addition to the quasi-endowment was approved by the Foundation’s Board of Trustees at the March 2024 meeting.
  - \$0.2M of unbudgeted transfers into several quasi-endowments that support the College of Business and Patton College of Education, as approved by the Foundation’s Board of Trustees at the March 2024 meeting.
  - A \$0.7M transfer into the endowment to support the Ohio University Fund for Appalachian Ohio Student Success, which was not budgeted but was approved by the Board of Trustees during the January 2023 meeting.
  - \$2.2M of transfers into the endowment for the undergraduate and HCOM scholarship matching programs, which were budgeted at \$1.7M.

**Table 18 – Non-Operating - Capital**

#	Line Item	Capital (in millions)			
		FY23 Actual	FY24		
			Budget	Forecast	Variance Fav (Unfav)
1	State Appropriations	20.7	20.4	12.7	(7.7)
9	Grants & Contracts	-	9.3	3.2	(6.1)
12	Gifts & Contributions	1.3	-	1.0	1.0
	Total Revenue & Revenue Allocations	22.0	29.7	16.9	(12.8)
18	Funding Transfers	(0.2)	-	-	-
21	Supplies, Services, & Capital Costs	71.3	89.2	110.9	(21.7)
	Total Expenses	71.3	89.2	110.9	(21.7)
	Subtotal Results of Operations	(49.1)	(59.5)	(94.0)	(34.5)
31	Transfer To (From) Plant Fund	(28.2)	(21.8)	(41.2)	19.4
33	Repair & Replacement Transfers	-	-	0.4	(0.4)
	Adjusted Net Results	(20.9)	(37.7)	(53.2)	(15.5)

State Appropriations

- State-funded Capital appropriations are recognized only when there are State capital expenditures. Any revenue not recognized in FY24 will be recorded in a subsequent year.

Grants and Contracts

- The FY24 central Grants Accounting Office anticipates an unfavorable variance of \$6.1M from the budget due to the timing of capital projects.

Supplies, Services, & Capital Costs

- The budget was based on CIP projections for FY24 and delays in project spending in prior years result in additional expenditures being recognized in FY24, or the project scope changes, both causing the \$21.7M unfavorable variance.

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)			
		FY23 Actual	FY24		
			Budget	Forecast	Variance Fav (Unfav)
13	Investment Income	20.0	16.5	17.6	1.1
	Total Revenue & Revenue Allocations	20.0	16.5	17.6	1.1
23	External Debt Service - Interest	14.0	14.0	14.0	-
24	Internal Principal & Interest	(17.6)	(14.6)	(18.9)	4.3
	Total Expenses	(3.6)	(0.6)	(4.9)	4.3
	Subtotal Results of Operations	23.6	17.1	22.5	5.4
31	Transfer To (From) Plant Fund	14.4	13.2	13.2	-
	Adjusted Net Results	9.2	3.9	9.3	5.4

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 – Interest

- The forecast provided by Treasury is \$14.0M as budgeted.

Internal Principal & Interest

- The forecast provided by Treasury is \$18.9M, vs \$14.6M that was incorrectly budgeted.

Transfers to/(from) Plant Fund-Capital Projects

- The FY24 annual allocation from the Century Bond Bank to fund the Deferred Maintenance program will be used for prioritized deferred maintenance projects. Annual deferred maintenance allocations were \$10.0M/year, increasing to \$13.2M in 2024 and continuing through 2031. Actual funding transfers and the allocation may differ due to the timing of funding actual projects.

**Table 20 - Non-Operating – Internal Bank**

#	Line Item	Internal Bank (in millions)			
		FY23 Actual	FY24		
			Budget	Forecast	Variance Fav (Unfav)
13	Investment Income	20.5	13.7	28.4	14.7
14	Internal & External Sales	0.5	0.2	0.2	-
	Total Revenue & Revenue Allocations	21.0	13.9	28.6	14.7
21	Supplies, Services, & Capital Costs	0.3	0.3	0.3	-
22,23	External Debt Service - Principal & Interest	24.9	24.8	24.8	-
24	Internal Principal & Interest	(39.3)	(37.1)	(37.7)	0.6
	Total Expenses	(14.1)	(12.0)	(12.6)	0.6
	Subtotal Results of Operations	35.1	25.9	41.2	15.3
31	Transfer To (From) Plant Fund	(1.2)	-	3.1	(3.1)
34	Internal Bank Transfers	1.1	-	-	-
36	Total Transfers To (From) Reserve	(5.2)	3.7	28.7	(25.0)
	Adjusted Net Results	40.4	22.2	9.4	(12.8)

Investment Income

- Includes a \$32.9M return on working capital which is offset by transfers to Operations of \$4.5M to fund the Strategic Opportunity Reserve netting a \$28.4M 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 \$0.6M higher than budgeted due to new loans for the OUZ Straker Nursing project and the Memorial Auditorium HVAC and lighting project.

Transfers

- The forecast for Transfer to Plant fund is higher than budget due to the OUZ Nursing project and the Memorial Auditorium HVAC and lighting project.
- The Internal Bank is forecasting a transfer of \$28.7M to Operating Reserves resulting in an unfavorable \$25.0M variance to budget, as compared to the budgeted use of \$3.7M in reserves.
- Overall, the Internal Bank resources are forecasted to be unfavorable by \$12.8M as compared to the Board approved FY24 Budget.

## Component Units & Adjustments

**Table 21 - Component Units**

#	Line Item	Component Units (in millions)			
		FY23 Actual	FY24		
			Budget	Forecast	Variance Fav (Unfav)
12	Gift Contributions	0.3	-	-	-
13	Investment Income	1.3	0.6	0.6	-
14	Internal & External Sales	8.7	8.8	7.0	(1.8)
	Total Revenue & Revenue Allocations	10.3	9.4	7.6	(1.8)
19	Salaries, Wages, & Other Payroll & Benefits	2.6	-	-	-
21	Supplies, Services, & Capital Costs	4.8	7.1	5.7	1.4
25	Depreciation & Amortization	0.8	1.1	1.1	-
	Total Expenses	8.2	8.2	6.8	1.4
	Subtotal Results of Operations	2.1	1.2	0.8	(0.4)
	Adjusted Net Results	2.1	1.2	0.8	(0.4)

Component Units are being forecast at budget except for an unfavorable variance of \$1.8M in internal & external sales for TechGrowth Ohio and a \$1.4M gain on the sale of Russ Research Center property.

**Table 22 - Financial Statement Adjustments**

#	Line Item	Financial Statement Adjustments (in millions)			
		FY23 Actual	FY24		
			Budget	Forecast	Variance Fav (Unfav)
1	State Appropriations	0.8	-	-	-
9	Grants & Contracts	0.7	-	-	-
12	Gifts & Contributions	40.8	-	(1.4)	(1.4)
13	Investment Income	3.2	-	-	-
14	Internal & External Sales	(24.6)	(22.5)	(22.6)	(0.1)
	Total Revenue & Revenue Allocations	20.9	(22.5)	(24.0)	(1.5)
18	Funding Transfers	-	-	-	-
19	Total Salaries, Wages, & Other Payroll	0.3	-	-	-
20	Total Benefits	(18.5)	-	-	-
21	Supplies, Services, & Capital Costs	(92.0)	(114.7)	(139.4)	24.7
22-23	External Debt Service - Principal & Interest	(13.0)	(13.6)	(13.5)	(0.1)
25	Depreciation & Amortization	66.5	63.3	66.6	(3.3)
	Total Expenses	(56.7)	(65.0)	(86.3)	21.3
	Subtotal Results of Operations	77.6	42.5	62.3	19.8
	Adjusted Net Results	77.6	42.5	62.3	19.8

### Gifts & Contributions

- GAAP adjustments to gifts were not budgeted and are forecast at -\$1.4M. GAAP adjustments include in-kind contributions and changes to pledges and bequest-receivables balances. The budgeted amount of \$0 reflected that receipts of in-kind contributions were anticipated to offset collections against pledges and bequests

receivable. As noted above, much of the negative variance reflects that \$1.0M in budgeted in-kind contributions were received in the form of a real estate gift, and that amount is recognized in the Capital column rather than the GAAP adjustments column of the financial schedule.

#### 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. Elimination entries are made to prevent the double-counting of revenues once the Component Unit results are added into our consolidated results.
- An end of year adjustment is made to move revenue from Internal Sales to offset Supplies, Services & Capital Costs expense. This adjustment is included in the FY24 budget and forecast.

#### 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 FY23 was a favorable \$18.6M.

#### Supplies, Services & Capital Costs/Debt Service/Depreciation & Amortization

- For financial statements, we eliminate capital costs and debt service principal, add depreciation & amortization, 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 - FY24 Balance Sheet Forecast**  
**Ohio University Statement of Net Position (Balance Sheet)**

<i>(in millions)</i>		Ohio University			Variance 2024 Forecast over 2023 Actual
		Actual		Forecast	
		June 30, 2022	June 30, 2023	June 30, 2024	
1	Cash & Cash Equivalents	148.9	166.5	131.3	(35.2)
2	Restricted Cash & Cash Equivalents	34.5	21.1	1.7	(19.4)
3	Investments	655.9	692.6	724.3	31.7
4	Capital Assets-net of depreciation	1,140.9	1,145.4	1,198.6	53.2
5	Accounts Receivable, Prepays, Leases, & Other Assets	123.3	128.1	124.1	(4.0)
6	Net OPEB Asset	39.0	18.2	18.2	-
7	Deferred Outflows of Resources: Pension, OPEB, Other	65.5	136.8	136.1	(0.7)
	<b>TOTAL ASSETS</b>	<b>\$ 2,208.0</b>	<b>\$ 2,308.7</b>	<b>\$ 2,334.3</b>	<b>\$ 25.6</b>
8	Accounts Payable, Accrued Liabilities, Leases, & Other	136.0	136.2	138.2	2.0
9	Unearned Revenue	27.3	39.1	31.1	(8.0)
10	Net Pension & OPEB Liabilities	159.9	380.8	380.8	-
11	Bonds & Notes Payable-net of premium, & Financed Purchases	633.9	619.9	606.5	(13.4)
12	Deferred Inflows of Resources: Pension, OPEB, Bond, & Leases	270.9	83.3	81.2	(2.1)
	<b>Total Liabilities</b>	<b>\$ 1,228.0</b>	<b>\$ 1,259.3</b>	<b>\$ 1,237.8</b>	<b>\$ (21.5)</b>
13	Net Investment in Capital Assets	658.3	650.5	687.1	36.6
14	Restricted - Nonexpendable	23.2	23.6	23.8	0.2
15	Restricted - Expendable	33.1	34.8	36.8	2.0
16	Unrestricted	571.6	628.1	636.4	8.3
17	Net effect of GASB 68 & 75	(306.2)	(287.6)	(287.6)	-
	<b>Total Net Position</b>	<b>\$ 980.0</b>	<b>\$ 1,049.4</b>	<b>\$ 1,096.5</b>	<b>\$ 47.1</b>
	<b>TOTAL LIABILITIES AND NET POSITION</b>	<b>\$ 2,208.0</b>	<b>\$ 2,308.7</b>	<b>\$ 2,334.3</b>	<b>\$ 25.6</b>

**Exhibit C – FY24 Balance Sheet (for Ohio University only) (See prior Exhibit C1 for full FY24 Balance Sheet)**

Following is an explanation of changes for the forecasts at June 30, 2024 as compared with June 30, 2023.

**Table 23 – Assets**

Ohio University (in millions)					
#	Line Item	Actual		Forecast	Variance 2024 Forecast over 2023 Actual
		June 30, 2022	June 30, 2023	June 30, 2024	
1	Cash & Cash Equivalents	148.9	166.5	131.3	(35.2)
2	Restricted Cash & Cash Equivalents	34.5	21.1	1.7	(19.4)
3	Investments	655.9	692.6	724.3	31.7
4	Capital Assets-net of depreciation	1,140.9	1,145.4	1,198.6	53.2
5	Accounts Receivable, Prepaids, Leases, & Other Assets	123.3	128.1	124.1	(4.0)
6	Net OPEB Asset	39.0	18.2	18.2	-
7	Deferred Outflows of Resources: Pension, OPEB, Other	65.5	136.8	136.1	(0.7)
	<b>Total Assets</b>	<b>\$ 2,208.0</b>	<b>\$ 2,308.7</b>	<b>\$ 2,334.3</b>	<b>\$ 25.6</b>

Cash & Cash Equivalents

- Decrease in cash due to increased capital spending.

Restricted Cash & Cash Equivalents

- Decrease primarily due to spending Series 2020 and Series 2017 bond proceeds.

Accounts Receivable, Prepaids & Other Assets

- Decrease of approximately \$4.0M related to direct lending loans receivable.

**Table 24 - Capital Assets**

	FY23	FY24
	Actual Change (in millions)	Forecasted Change (in millions)
Gifts In Kind	1.3	1.0
Planning Unit Equipment	7.3	9.0
New Buildings in Service/CIP	60.8	107.8
<b>Subtotal</b>	<b>\$ 69.4</b>	<b>\$ 117.8</b>
Less: Depreciation	(61.3)	(61.6)
Less: Loss on Disposal of Assets	(3.6)	(3.0)
<b>Change in Capital Assets</b>	<b>\$ 4.5</b>	<b>\$ 53.2</b>

Gifts In Kind

- As noted above, capital gifts were not budgeted but are forecast at \$1.0M, which reflects the appraised value of a real estate gift received by the University in August 2023.

Planning Unit Equipment

- Includes purchases from operations of \$9.0M for machinery, equipment & library books.



New Buildings in Service/CIP –

- FY24 forecasted spending on capitalizable buildings, infrastructure & CIP total \$107.8M including:
  - \$24.1M Clippinger Renovation Phase 3
  - \$16.7M Housing Phase 2 New Construction
  - \$6.1M Bryan Hall HVAC and Life Safety Upgrades
  - \$5.5M HCOM Translational Research Facility
  - \$4.4M Boyd, Sargent, & Treudley Lobbies Renovation

**Table 25 - Liabilities & Net Position**

# Line Item		Ohio University (in millions)			
		Actual		Forecast	Variance
		June 30, 2022	June 30, 2023	June 30, 2024	2024 Forecast over 2023 Actual
7	Accounts Payable, Accrued Liabilities, Leases, & Other	136.0	136.2	138.2	2.0
8	Unearned Revenue	27.3	39.1	31.1	(8.0)
9	Net Pension & OPEB Liabilities	159.9	380.8	380.8	-
10	Bonds & Notes Payable-net of premium, & Financed Purchases	633.9	619.9	606.5	(13.4)
11	Deferred Inflows of Resources: Pension, OPEB, Bond, Leases	270.9	83.3	81.2	(2.1)
	<b>Total Liabilities</b>	<b>\$ 1,228.0</b>	<b>\$ 1,259.3</b>	<b>\$ 1,237.8</b>	<b>\$ (21.5)</b>
12	Net Investment in Capital Assets	658.3	650.5	687.1	36.6
13	Restricted - Nonexpendable	23.2	23.6	23.8	0.2
14	Restricted - Expendable	33.1	34.8	36.8	2.0
15	Unrestricted	571.6	628.1	636.4	8.3
16	Net effect of GASB 68 & 75	(306.2)	(287.6)	(287.6)	-
	<b>Total Net Position</b>	<b>\$ 980.0</b>	<b>\$ 1,049.4</b>	<b>\$ 1,096.5</b>	<b>\$ 47.1</b>
	<b>Total Liabilities &amp; Net Position</b>	<b>\$ 2,208.0</b>	<b>\$ 2,308.7</b>	<b>\$ 2,334.3</b>	<b>\$ 25.6</b>

Accounts Payable, Accrued Liabilities, Leases, & Other

- Forecasted to increase \$2.0M. A decrease of \$4.0M in the voluntary separation and retirement program liability is expected to be offset by \$6.0M of increases in capital payables driven by the large capital forecast.

Bonds & Notes Payable-net of premium & Financed Purchase Obligations

- Decrease primarily due to Dec 1 principal payments of \$13.0M, and premium amortization of \$0.4M.

Restricted – Expendable

- \$2.0M net increase 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 \$8.3M. Investment income is driving this increase.

**Table 26 – Net Investment in Capital Assets**

	Ohio University <i>(in millions)</i>			
	Actual		Forecast	Variance
	June 30, 2022	June 30, 2023	June 30, 2024	2024 Forecast over 2023 Actual
Capital Assets - Net of Depreciation	1,140.9	1,145.4	1,198.6	53.2
Less Bonds & Notes Payable-net of premium	(633.9)	(619.9)	(606.5)	13.4
Plus: Unspent Century Bond Proceeds	118.2	106.5	93.3	(13.2)
Plus: Unspent proceeds from other Bonds	33.1	18.5	1.7	(16.9)
<b>Total - Net Investment in Capital Assets</b>	<b>\$ 658.3</b>	<b>\$ 650.5</b>	<b>\$ 687.1</b>	<b>\$ 36.6</b>

## Exhibit D – Investment Income - Summary

**Table 27 - Summary of Investment Returns (see Exhibit D1 for complete summary)**

	<b>FY23 Actuals</b>	<b>FY24 Budget</b>	<b>FY24 FYTD</b>	<b>Expected Remaining FY24 Return (Annualized)</b>	<b>Resulting FY24 Forecasted Return Through FYE</b>
CB Long-term	8.5%	7.5%	6.6%	7.5%	7.9%
CB Conservative	-5.5%	2.5%	-6.2%	3.4%	-5.7%
Long-term Endow & Diversified	9.6%	7.6%	8.4%	7.6%	9.8%
Working Capital – Tier II	3.1%	3.8%	4.7%	3.5%	5.3%
Working Capital – Tier III	1.8%	4.1%	2.0%	4.4%	2.7%
Working Capital – Tier IV Student Portfolio	5.5%	5.8%	9.4%	5.8%	10.4%

The Forecasted Return through FYE represents the estimated actual return on our investment portfolios through April 2024 plus the expected return for the remaining months of the fiscal year.

Exhibit D1 - FY24 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 <sup>2</sup>	Expected Annual Return <sup>1</sup>	Forecasted Return through FYE <sup>3</sup>
OU Tier I Working Capital (Cash Pool)	0.1		0.1			9.0	9.0		9.1			
OU Tier II Working Capital			-			5.8	5.8		5.8	4.7%	3.5%	5.3%
OU Tier III Working Capital			-			1.1	1.1		1.1	2.0%	4.4%	2.7%
OU Tier IV Working Capital - Student			-			1.1	1.1		1.1	9.4%	5.8%	10.4%
OU Tier IV Working Capital - Div Pool		4.5	4.5			11.4	11.4		15.9	8.4%	7.6%	9.8%
OUF Cash Pool	0.6		0.6				-		0.6			
OUF Short-Term Working Capital Pool	0.7		0.7				-		0.7	2.6%	2.8%	3.0%
OUF Diversified Pool	3.4		3.4				-		3.4	8.4%	7.6%	9.8%
Subtotal - Working Capital	4.8	4.5	9.3	-	-	28.4	28.4	-	37.7			
OU Endowment			-	14.1			14.1		14.1	8.4%	7.6%	9.8%
OUF Endowment			-	55.3			55.3		55.3	8.4%	7.6%	9.8%
Subtotal - Endowment	-	-	-	69.4	-	-	69.4	-	69.4			
Century Bond Diversified Pool			-		0.6		0.6		0.6	8.4%	7.6%	9.8%
Century Bond Conservative Pool			-		(0.2)		(0.2)		(0.2)	-6.2%	3.4%	-5.7%
Century Bond Long-Term Pool			-		17.2		17.2		17.2	6.6%	7.5%	7.9%
Subtotal - Century Bond	-	-	-	-	17.6	-	17.6	-	17.6			
Component Units								0.6	0.6			
Total	4.8	4.5	9.3	69.4	17.6	28.4	115.4	0.6	125.3			

<sup>1</sup> 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.

<sup>2</sup> The FYTD Return represents the estimated actual return on our investment portfolios for the fiscal year to date through April 2024.

<sup>3</sup> The Forecasted Return through FYE represents the estimated actual return on our investment portfolios through April 2024 plus the expected return for the remaining months of the fiscal year.

## Exhibit E - FY24 Strategic Opportunity Reserve Forecast

As of May 7, 2024

Strategic Opportunity Reserve Balance				May 2024	
	FY23 Actual	FY24 Budget	FY24 Forecast	Variance	
<b>Beginning Balance</b>	\$ 37.2	\$ 37.3	\$ 37.3		
<b>Funding</b>					
Investment Income	\$ 4.5	\$ 4.5	\$ 4.5	\$ -	
SSI	\$ 3.0	\$ 3.5	\$ 3.5	\$ 0.0	
Tuition - 2% Holdback	\$ 4.0	\$ 4.2	\$ 4.3	\$ 0.1	
Fund Balance	\$ -	\$ 0.3	\$ 0.3	\$ -	
Coke sponsorship earmarked for special projects	\$ -	\$ -	\$ 0.2	\$ 0.2	
<b>Subtotal</b>	<b>\$ 11.5</b>	<b>\$ 12.5</b>	<b>\$ 12.9</b>	<b>\$ 0.3</b>	
<b>Investments</b>					
Infrastructure & University Investments	\$ 1.2	\$ 3.8	\$ 3.3	\$ (0.5)	
Community & Economic Development	\$ 0.3	\$ 0.4	\$ -	\$ (0.4)	
Student Success & Programs	\$ 1.7	\$ 1.6	\$ 2.0	\$ 0.4	
Academic & Research Programs	\$ 0.1	\$ 0.1	\$ 0.1	\$ -	
Presidential Priorities & Strategic Pathways	\$ 8.0	\$ 8.3	\$ 8.6	\$ 0.3	
<b>Subtotal</b>	<b>\$ 11.3</b>	<b>\$ 14.2</b>	<b>\$ 13.9</b>	<b>\$ (0.3)</b>	
<b>Ending Balance</b>	<b>\$ 37.3</b>	<b>\$ 35.7</b>	<b>\$ 36.3</b>	<b>\$ 0.6</b>	

## Exhibit F - FY24 Senate Bill 6

Quarterly Report to the Ohio Department of Higher Education

Ohio University

June 30, 2024, Forecasted

### SB 6 Ratios and Scores - Excluding GASB 68 & 75

(in millions \$)

	Actual		Forecast	Variance
	FY22	FY23	FY24	FY24 Forecast over FY23 Actual
Expendable net assets (A)	604.7	673.4	673.2	(0.2)
Plant debt including Leases (B)	649.2	636.7	623.8	(12.9)
Revenues, operating + nonoperating (C)	686.6	778.6	797.1	18.5
Operating expenses (including interest expense) (D)	720.4	720.7	744.8	24.1
Increase in total net assets (E)	(40.2)	50.7	47.1	(3.6)

Ratios:

Viability Ratio (A/B)	93.2%	105.8%	107.9%
Primary Reserve Ratio (A/D)	83.9%	93.4%	90.4%
Net Income Ratio (E/C)	-5.9%	6.5%	5.9%

Scores (out of 5):

Viability Ratio	3.0	4.0	4.0
Primary Reserve Ratio	5.0	5.0	5.0
Net Income Ratio	-	5.0	5.0

Composite Score:

Viability Ratio (30%)	0.9	1.2	1.2
Primary Reserve Ratio (50%)	2.5	2.5	2.5
Net Income Ratio (20%)	0.0	1.0	1.0

**SB 6 Composite Score (Excluding GASB 68 & 75)**

	3.4	4.7	<b>4.7</b>
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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), Coalition of Rural and Appalachian Schools (CORAS), 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 (30%), degree completions (51%) and medical school funding (13%), and doctoral funding (6%). 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 to planning units is equal to the product of a 4% spending rate and the endowment’s average market value for the trailing 36 months (ending December 31). Additionally, an administrative fee is charged by the foundation as a percentage of the trailing 36 month market value. From FY13-FY20, the administrative fee charged was 2%. During FY19, the Foundation Board adopted a new funding model that implemented a 5% current-use gift fee on January 1, 2020, as well as a phased reduction of the endowment administrative fee by 10 basis points per fiscal year, from 1.9% in FY21 to 1.5% in FY25. As such, the administrative fee for FY24 is 1.6%. 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 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 & Amortization – 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. This line includes lease and subscription based information technology arrangement (SBITA) amortization.

#27 Capital Cost Allocations – Charges to colleges to recover the cost of central internal debt service.

#28 Contribution Margin – Negotiated charges assessed to Dining, Housing, College of Medicine, Regional Campuses, Transportation, and VP of Advancement; represents the collection of funding used to support the Planning Units that receive spending authorization 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).

#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, Leases, & Other Assets – Includes amounts due for tuition and fees, grants and contracts, and auxiliary enterprises, royalty receivable, leases, 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, Other - Deferred charges on future outflows related to net pension liability and net other postemployment benefit liability (OPEB), and net asset retirement obligations.

#8 Accounts Payable, Accrued Liabilities, Leases & Other – Includes vendor accounts payable, accrued payroll, benefits & withholdings, accrued Worker's Compensation tail claims, leases, 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 & Financed purchases – Includes bond and financed purchase obligation principal payments and amortization of bond premium.

#12 Deferred Inflows of Resources: Pension, OPEB, Bond, & Leases- - Includes the continuing amortization of the refunding of prior bonds and the University's deferred inflows of resources related to the net pension and OPEB liabilities and leases.

#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, i.e., unspent distributions and endowment appreciation.

#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.

## **AUDIT AND RISK MANAGEMENT COMMITTEE**

**INTERNAL AUDIT  
FY25 ANNUAL AUDIT PLAN**

**RESOLUTION 2024-**

**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 Interim Audit Director proposes an annual audit plan for authorization by the University Trustees, and

**WHEREAS**, the annual audit plan guides the work of the Internal Audit function only, which exists within the broader Office of Audit, Risk, and Compliance, and is conducted independent of any activities undertaken by the Compliance function within the office, and

**WHEREAS**, the proposed annual audit plan will be conducted during the period of July 2024 through June 2025, and

**WHEREAS**, time for consultations and unplanned special projects is separately allotted in the audit plan with revisions to the plan to 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 22, 2024

**To:** The President and Board of Trustees

**From:** Ashlee Bevan, Interim Audit Director

**Re:** **FY25 Annual Internal Audit Plan**

Ashlee Bevan, Interim Audit Director, will present Internal Audit's proposed FY25 *Annual Audit Plan* along with a resolution to the Board of Trustees for approval of the plan.

June 14, 2024

# Audit and Risk Management Committee

**Tom Parfitt, Chair**

Diane Smullen\*

Lorrie Platt\*

Dick Dickerson

Garrett Meek

\* Denotes voting member



June 14, 2024

# **FY25 Annual Audit Plan**

## **Consent Resolution**

**Tab 40; pg 325**

# Proposed FY25 Annual Audit Plan

Audit	Unit/Process/IT
Complete FY24 Audit Work in Progress: <ul style="list-style-type: none"> <li>- Cash Handling</li> <li>- I-9 Employment Eligibility</li> <li>- College of Fine Arts</li> <li>- Cost Transfers</li> </ul>	
Graduate College	Unit
Office of Sustainability: Reporting	Process
College of Business	Unit
Vice President for Research	Unit
Swipe Card Access	Process
Document Management System - OnBase	Process
ADA: Website Accessibility	Compliance
NCAA Agreed Upon Procedures	External Audit Support

# Board Approval FY25 Annual Audit Plan

## Consent

Tab 40; pg 327

**INTERNAL AUDIT  
FY25 ANNUAL AUDIT PLAN**

**RESOLUTION 2024-**

**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 Interim Audit Director proposes an annual audit plan for authorization by the University Trustees, and

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**NOW THEREFORE, BE IT RESOLVED** that the Ohio University Board of Trustees does authorize the proposed audit plan.



**Questions?**

## **GOVERNANCE AND COMPENSATION COMMITTEE**



**OHIO**  
UNIVERSITY

**Date:** May 22, 2024  
**To:** The President and Board of Trustees  
**From:** Shelly Bean, Board Secretary  
**Re: Official Board Appointments and Elections**

In the June 14, 2024 meeting, you will have three resolutions to consider:

- Appointment of Regional Trustee
- Election of the Board Treasurer
- Election of the Board Secretary

**APPOINTMENT OF REGIONAL TRUSTEE  
RESOLUTION 2024 –**

**WHEREAS**, the Board appointed Misty Crosby to serve as Regional Trustee for a term beginning October 8, 2021 and expiring June 30, 2024; and

**WHEREAS**, the Board appointed Craig Butler to serve as Regional Trustee beginning on October 20, 2022, to complete Misty Crosby's term ending June 30, 2024; and

**WHEREAS**, in accordance with Article I, Section 3 of its Bylaws, the Board desires for Craig Butler to complete a three-year term as Regional Trustee; and

**WHEREAS**, Craig Butler continues to meet all the criteria for Regional Trustee set forth in the Bylaws, and possesses the appropriate knowledge, experience, and perspective to represent the unique concerns and interests of the region in service to the Board; and

**NOW THEREFORE, BE IT RESOLVED** that the Board of Trustees hereby appoints Craig Butler to continue as Regional Trustee for one year, beginning on July 1, 2024 and expiring on June 30, 2025.

**ELECTION OF TREASURER  
RESOLUTION 2024 –**

**RESOLVED**, that John Day be elected Treasurer of the Board of Trustees for the year beginning July 1, 2024 and ending June 30, 2025, or until a new Vice President, Administration and Finance and Chief Financial Officer begins employment with the University.



**ELECTION OF THE SECRETARY TO THE BOARD  
RESOLUTION 2024 –**

**RESOLVED**, that Shelly M. Bean be elected Secretary to the Board of Trustees for a term beginning July 1, 2024 and ending June 30, 2025.

June 14, 2024

# Governance & Compensation Committee

**Nancy Hammond \***, Chair

Scott Borgemenke \*

Tom Parfitt \*

Cary Cooper

Joseph Becherer

\* Denotes voting member

# Appointment of the Regional Trustee Resolution

Tab #; pg

## APPOINTMENT OF REGIONAL TRUSTEE RESOLUTION 2024 –

**WHEREAS**, the Board appointed Misty Crosby to serve as Regional Trustee for a term beginning October 8, 2021, and expiring June 30, 2024; and

**WHEREAS**, the Board appointed Craig Butler to serve as Regional Trustee beginning on October 20, 2022, to complete Misty Crosby’s term ending June 30, 2024; and

**WHEREAS**, in accordance with Article I, Section 3 of its Bylaws, the Board desires for Craig Butler to complete a three-year term as Regional Trustee; and

**WHEREAS**, Craig Butler continues to meet all the criteria for Regional Trustee set forth in the Bylaws, and possesses the appropriate knowledge, experience, and perspective to represent the unique concerns and interests of the region in service to the Board; and

**NOW THEREFORE, BE IT RESOLVED** that the Board of Trustees hereby appoints Craig Butler to continue as Regional Trustee for one year, beginning on July 1, 2024, and expiring on June 30, 2025.

# Election of the Treasurer to the Board Resolution

Tab #; pg

**ELECTION OF TREASURER  
RESOLUTION 2024 –**

**RESOLVED**, that John Day be elected Treasurer of the Board of Trustees for the year beginning July 1, 2024 and ending June 30, 2025, or until a new Vice President, Administration and Finance and Chief Financial Officer begins employment with the University.

# Election of the Secretary to the Board Resolution

Tab #; pg

## ELECTION OF THE SECRETARY TO THE BOARD

### RESOLUTION 2024 -

**RESOLVED**, that Shelly M. Bean be elected Secretary to the Board of Trustees for a term beginning July 1, 2024 and ending June 30, 2025.

## **EXECUTIVE COMMITTEE**

## OHIO UNIVERSITY MISSION, VISION, AND VALUES

### RESOLUTION 2024 -

**WHEREAS**, the United States Congress adopted the Ordinance of 1787, making Ohio University the first university to be chartered through an act of Congress; and

**WHEREAS**, Ohio University's purpose – to expand the reach of education – remains unchanged; and

**WHEREAS**, the Ohio University has demonstrated a strong commitment to remove barriers to a world-class higher education and the lifelong benefits it offers, and to educate students to be distinctively prepared professionals, dynamic leaders and thoughtful citizens who contribute to the greater good; and

**WHEREAS**, in Fall of 2023, Ohio University's 23<sup>rd</sup> President, Dr. Lori Stewart Gonzalez charged a small group of University leaders and experts with the task of reviewing and refreshing the University Mission, Vision, and Values which were last fully updated in 2007.

**NOW THEREFORE, BE IT RESOLVED** that the Ohio University Board of Trustees has reviewed and accepts the reimagined University Mission, “To hold the door open to higher education so that all those eager to solve humanity's most urgent challenges might *enter to learn*, connecting them with experiences and discovery that will help them think critically, care deeply, lead boldly, and ultimately *depart to serve*.”

**BE IT FURTHER RESOLVED** that the Ohio University Board of Trustees also has reviewed and accepts the updated University Vision and Values that were created through this dynamic review process.

# OHIO UNIVERSITY DYNAMIC STRATEGY: GOALS AND STRATEGIES

## RESOLUTION 2024 -

**WHEREAS**, Dr. Lori Stewart Gonzalez became Ohio University's 23<sup>rd</sup> President on July 1, 2023; and

**WHEREAS**, the Ohio University Board of Trustees charged President Gonzalez with the development of strategic goals and strategies to guide Ohio University's future; and

**WHEREAS**, beginning in Fall 2023, thousands of students, faculty, staff, and alumni engaged in creating bold, audacious ideas to inform a roadmap to guide the University's work for the next three years; and

**WHEREAS**, President Gonzalez divided the planning into four areas of excellence; three of which are built around the public institution's calling: teaching and learning, research and discovery, and outreach and engagement. The fourth centers on the people and culture that undergird and enable the first three.

**NOW THEREFORE, BE IT RESOLVED** that the Ohio University Board of Trustees has reviewed and accepts the Goals and Strategies set forth in President Gonzalez's Dynamic Strategies.

**BE IT FURTHER RESOLVED** that the Ohio University Board of Trustees supports the implementation of the aforementioned strategies, with the goal of completion in Spring 2027.



June 14, 2024

# Executive Committee

**Steve Casciani, Chair**

Scott Borgemenke, Vice Chair

Matt Evans, Vice Chair

Cynthia Calhoun, Academics Chair

Lorrie Platt, Resources Chair

June 14, 2024

# OHIO's Dynamic Strategy

## Resolutions

Tab #; pg

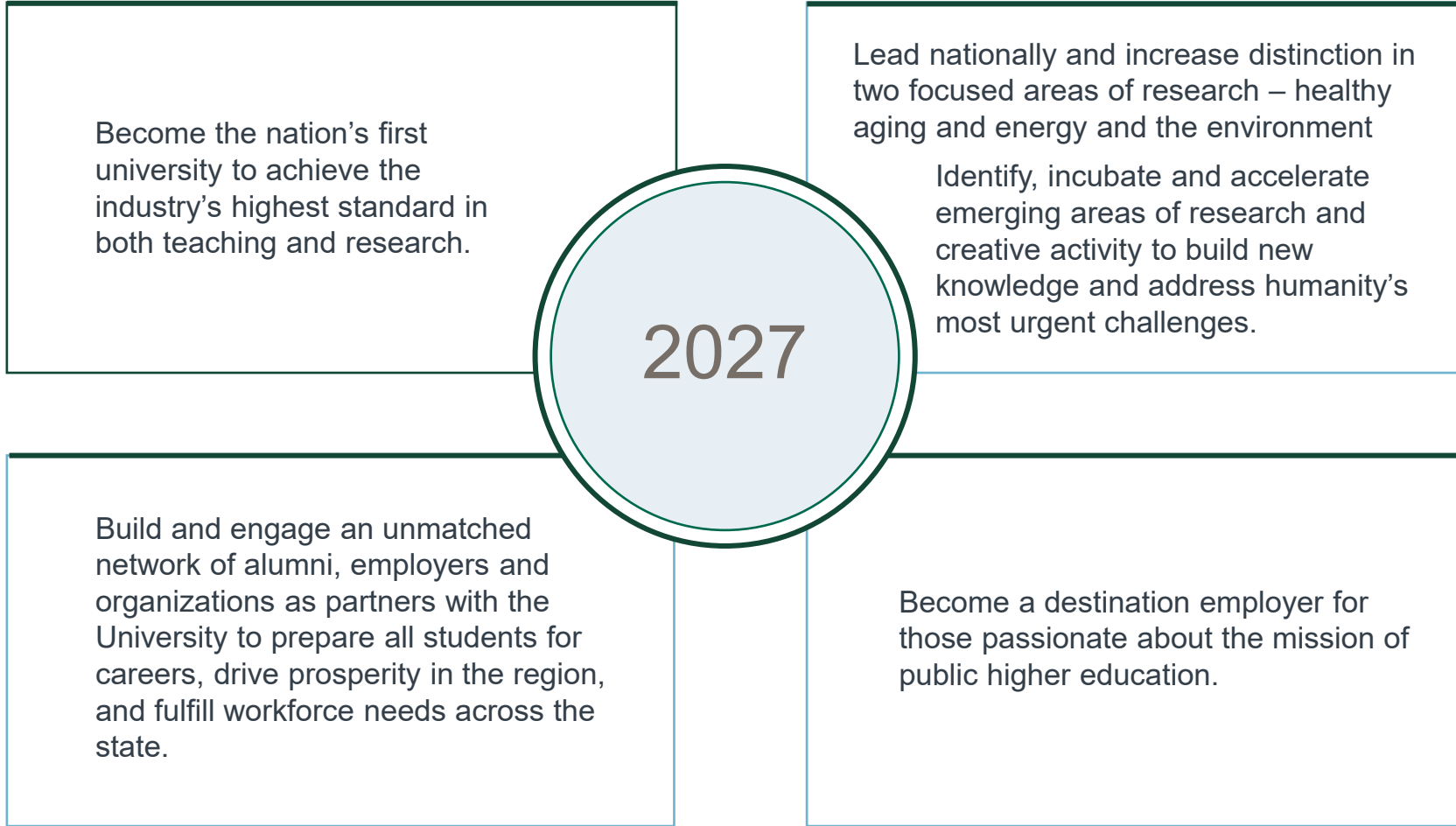
Mission, Vision, Values

Tab #; pg

Dynamic Strategy: Goals and Strategies

# Dynamic Strategy

Learn, Discover, Engage, Work



## MISSION

To hold the door open to higher education so that all those eager to solve humanity's most urgent challenges might enter to learn, connecting them with experiences and discovery that will help them think critically, care deeply, lead boldly, and ultimately depart to serve.

## VISION

To deliver the most valuable university education in Ohio, and lead as one of the most valued public universities in the nation.

- **For students**, we will connect each student with personalized experiences that ensure their lifelong success while maximizing opportunities for an affordable education.
- **For communities and partners**, we will be eager collaborators in addressing challenges and advancing opportunities.
- **For our state**, we will remain committed to serving students in and recruiting students to Ohio and be actively responsive to evolving workforce and educational needs.
- **For all**, we will invest in research and creativity that translates to solutions, delivering value far beyond Ohio's borders.

# VALUES

- We believe that a University education can and should be both academically excellent and accessible to all who seek it.
- We fully embrace that the educational experience, at its best, can and must ensure success for every student.
- We are confident that learning happens in community and through experiences, and we work to build both into all programs and modalities, in and out of the classroom.
- We are committed to working with business and community partners, not by delivering knowledge already achieved but by collaborating to build new knowledge together.
- We recognize that our place in the world has value in our work – that what we can teach and learn in the heart of Appalachia can shape the success of our region and be applied far beyond these 13 states.
- We expect respect across differences and recognize our responsibility to practice empathy, to appreciate diverse perspectives and cultures, and to develop the capacity to solve problems that transcend borders.
- We remain resolute that students enter to learn and depart to serve, and we work to inspire students to apply their education to improve the world.

# LEARN

**GOAL:** Become the nation's first university to achieve the industry's highest standard in both teaching and research.

**Strategy 1:** Establish a set of metrics to effectively evaluate our current excellence in teaching and to drive the elevation of the learning experience for all students.

**Strategy 2:** Immediately expand availability of and access to learning opportunities outside of the traditional classroom that prepare students for post-graduation success, ensuring every OHIO student earns experience in their chosen field.

**Strategy 3:** Invest in innovative teaching and educational technology that improves student outcomes, and reward and celebrate teaching excellence.

# DISCOVER

**GOAL 1:** Lead nationally and increase distinction in two focused areas of research – healthy aging and energy and the environment.

**Strategy 1:** Engage interdisciplinary teams to translate fundamental scientific discoveries into clinically applicable strategies for the prevention and management of cardiometabolic and musculoskeletal diseases and the promotion of brain and neurophysiological health.

**Strategy 2:** Strengthen and expand energy and environmental research aimed at achieving a low-carbon future and mitigating the economic, ecological, and social impacts of global environmental change.



# DISCOVER

**GOAL 2:** Identify, incubate and accelerate emerging areas of research and creative activity to build new knowledge and address humanity's most urgent challenges.

**Strategy 1:** Foster a culture that encourages creativity, risk-taking, and collaboration to promote innovation.

**Strategy 2:** Bolster support for partnership development and grant acquisition.

# ENGAGE

- GOAL:** Build and actively engage an unmatched network of alumni, employers and organizations as partners with the University to prepare all students for careers, drive prosperity in the region, and fulfill workforce needs across the state.
- Strategy 1:** Create and effectively resource a Center for Community Impact to steward our progress as a national university engaged in addressing challenges in our region and scaling solutions to communities everywhere.
- Strategy 2:** Improve OHIO's ability to respond quickly to shifting workforce and economic development needs across the state.
- Strategy 3:** Enhance alumni engagement including student mentorship, student placement, volunteerism and giving.

# WORK

**GOAL:** Become a destination employer for those passionate about the mission of public higher education.

**Strategy 1:** Prioritize recruiting, retaining, recognizing and rewarding high performing faculty and staff across all campuses and modalities.

**Strategy 2:** Continually enhance a workplace culture rich with support, trust, belonging and well-being.

**Strategy 3:** Establish a Center for Ohio Employee Excellence charged with ensuring effective support of and development for faculty and staff.

## NEXT STEPS

Summer 2024	Metrics determined for each action item
August Board Meeting	Metrics presented to Board of Trustees for approval
Fall 2024	Implementation

# Mission, Vision and Values Resolution

Tab #; pg

## OHIO UNIVERSITY MISSION, VISION, AND VALUES

### RESOLUTION 2024 -

**WHEREAS**, the United States Congress adopted the Ordinance of 1787, making Ohio University the first university to be chartered through an act of Congress; and

**WHEREAS**, Ohio University's purpose – to expand the reach of education – remains unchanged; and

**WHEREAS**, the Ohio University has demonstrated a strong commitment to remove barriers to a world-class higher education and the lifelong benefits it offers, and to educate students to be distinctively prepared professionals, dynamic leaders and thoughtful citizens who contribute to the greater good; and

**WHEREAS**, in Fall of 2023, Ohio University's 23<sup>rd</sup> President, Dr. Lori Stewart Gonzalez charged a small group of University leaders and experts with the task of reviewing and refreshing the University Mission, Vision, and Values which were last fully updated in 2007.

**NOW THEREFORE, BE IT RESOLVED** that the Ohio University Board of Trustees has reviewed and accepts the reimagined University Mission, "To hold the door open to higher education so that all those eager to solve humanity's most urgent challenges might *enter to learn*, connecting them with experiences and discovery that will help them think critically, care deeply, lead boldly, and ultimately *depart to serve*."

**BE IT FURTHER RESOLVED** that the Ohio University Board of Trustees also has reviewed and accepts the updated University Vision and Values that were created through this dynamic review process.

# Dynamic Strategy: Goals and Strategies

## Resolution

Tab #; pg

### OHIO UNIVERSITY DYNAMIC STRATEGY: GOALS AND STRATEGIES

#### RESOLUTION 2024 -

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**NOW THEREFORE, BE IT RESOLVED** that the Ohio University Board of Trustees has reviewed and accepts the Goals and Strategies set forth in President Gonzalez's Dynamic Strategies.

**BE IT FURTHER RESOLVED** that the Ohio University Board of Trustees supports the implementation of the aforementioned strategies, with the goal of completion in Spring 2027.



**OHIO**  
UNIVERSITY

**Date:** May 15, 2024  
**To:** The Ohio University Board of Trustees  
**From:** Lori Stewart Gonzalez, President  
**Re:** **President's Report to the Board of Trustees**

In my June report to the Board of Trustees, I will provide campus updates, including an update on the Dynamic Strategy process, which will be presented to the Board of Trustees in the Executive Committee meeting.



**OHIO**  
UNIVERSITY

Board of Trustees

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

**Board Meeting Minutes**

**April 4, 5, 2024**



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**Ohio University Board of Trustees**  
**Meeting of the Board of Trustees**  
Thursday, April 4, 2024  
**Athens OH**

Roll Call

Chair Viehweger called the Board to order at 9:02 a.m.

Board Secretary Shelly Bean called roll call and announced that there was quorum of voting trustees.

Present: Chair Peggy Viehweger, Vice Chair Steve Casciani, Trustee Scott Borgemenke, Trustee Cynthia Calhoun, Trustee Matthew Evans, Trustee Thomas Parfitt, Trustee Lorrie Platt; Trustee Diane Smullen; National Trustees Cary Cooper and Dick Dickerson; Alumni Representative Joseph Becherer; Regional Trustee Craig Butler; Student Trustees Mia Citino and Garrett Meek; President Lori Stewart Gonzalez.

Absent: Trustee Nancy Hammond

Approval of Agenda

Chair Viehweger asked the trustees to approve the agenda for the April 2024 Meeting of the Board of Trustees; Trustee Casciani moved the Board; Trustee Smullen seconded; Chair Viehweger called for a vote; with all in favor the agenda was approved.

Approval of Minutes

Chair Viehweger asked the trustees to approve the minutes of the January 2024 Meeting of the Board of Trustees; Trustee Borgemenke moved the Board; Trustee Evans seconded; Chair Viehweger called for a vote; the minutes were approved.

Executive Committee

Chair Viehweger stated the board needed to adjourn into Executive Session for the purpose of conferring with legal counsel regarding pending or imminent court action; to prepare for bargaining sessions with public employees; to discuss information required to be kept confidential under federal or state law; and to discuss the hiring, firing, and compensation of public employees.

Chair Viehweger called for a motion; Trustee Parfitt motioned the committee; Trustee Platt provided a second. Secretary Bean conducted a roll call vote; the motion passed unanimously. The Board moved into Executive Session at 9:04 a.m.

At 11:50 a.m. Chair Viehweger called for a motion to exit Executive Session. Trustee Platt motioned the committee; Trustee Smullen provided a second; Secretary Bean conducted a roll call vote; the motion passed unanimously.

Chair Viehweger stated we are moved out of Executive Session and we will break for lunch. There is a short presentation at Copeland Hall followed by lunch at the Schey Sales Center. We will return at 1:15 pm for Academics and Student Success Committee.

**Ohio University Board of Trustees**  
*Academics and Student Success Committee*  
**Thursday, April 4, 2024**

Attendees: Trustees Cooper, Butler, Platt, Viehweger, Evans, Citino, Parfitt, Dickerson, Smullen, Casciani, Borgemenke, Calhoun, Becherer, and Meek

Other attendees: President Lori Stewart Gonzalez, Faculty Senate Representative Todd Eisworth, and Secretary Shelly Bean

Guest attendees: Sarah Poggione, Sarah Wyatt, Victoria Swiler, Nathan Smith, Nicholas Whitticar, and Candace Boeninger

Committee attendees: Chair Evans, Trustees Calhoun, Cooper, Parfitt, Becherer, Platt and Meek

Chair Evans reminded the board of the Academics and Student Success Committee membership and called the committee to order at 1:27PM.

### **Academic Quality**

#### **Experiential Learning, Student Spaceflight Experiment Program (Tab 11; pg 23)**

Vice Provost for Undergraduate Education Sarah Poggione welcomed Professor Sarah Wyatt. Dr. Wyatt was joined by students Victoria Swiler, Nathan Smith and Nicholas Whitticar. The group shared the experiential learning teams, the spaceflight experiment project, and the grant proposal process. The students presented project details, intent, and outcomes including analysis at the conclusion of the space flight. They described skills they gained from participating in the experiential learning experience.

Trustee Casciani asked if the students anticipated certain outcomes, and the students replied that they are testing certain outcomes and are excited about testing samples following the flight. President Gonzalez commented that Sarah Wyatt is to be commended for her work as a teaching scientist. Chair Evans asked if the students would interact with the astronauts while they are in space. The students explained they will not interact but will conduct an experiment as a control to use in relation to the space sample. Trustee Calhoun asked if the student experiment is related to Dr. Wyatt's research, and Dr. Wyatt responded that it did not relate in any way. Trustee Calhoun asked if the experiment followed NASA safety standards and the students confirmed. The Board thanked the students for their presentation.

## **Standing Reports & Updates**

### **Enrollment Management Update (Tab 12; pg 28)**

Vice President Boeninger provided an enrollment update that included spring 2024 preliminary census enrollment, the FAFSA simplification overview, the NCAN FAFSA tracker and the OHIO FAFSA delay response plan. She shared that physical campus capacity are under review.

## **Consent Agenda & Program Items**

**Consent** Program Name Change A&S World Religions (Tab 13; pg 35)

**Consent** Program Name Change EDU Sport & Lifestyle Studies (Tab 14; pg 38)

**Consent** New Program COM Cybersecurity Operations (Tab 15; pg 45)

**Secretary Shelly Bean announced the list of consent agenda items. Chair Evans asked for a motion to forward the consent agenda items to the main board meeting for voting. A motion was made by Trustee Platt and seconded by Trustee Calhoun; all members agreed.**

There being no further business, Chair Evans adjourned the meeting at 2:04 PM.

**Ohio University Board of Trustees**  
**Resources, Facilities, and Affordability Committee Meeting**  
**Thursday, April 4, 2024**

Committee Chair Scott Borgemenke called the meeting to order at 2:05 pm. Committee members present included Trustee Platt, Trustee Smullen, National Trustee Dickerson, Regional Trustee Butler, Student Trustee Citino, and Faculty Representative to the Committee Wilson. Voting members include Trustees Borgemenke, Hammond, Platt, and Smullen. Other board members present included Chair Viehweger, Vice Chair Casciani, Trustee Calhoun, Trustee Cooper, Trustee Evans, Trustee Parfitt, Alumni Association Trustee Becherer, Student Trustee Meek, and President Gonzalez.

Chair Borgemenke opened the meeting and introduced Interim Vice President for Finance and Administration (VPFA) John Day. VPFA Day reviewed the agenda items for the committee meeting.

- **FY24 Financial Forecast**

VPFA Day provided an update to the forecast FY24 operating results. The current forecast operating results for the year ending June 30, 2024, reflect net operating income of \$4.9M compared to the budgeted \$5.6M, for unfavorable results of \$0.7M.

The FY24 board approved operating revenue is positively impacted by an additional \$14.6M in net tuition, fees, room, and board attributed to the incoming cohort of Athens undergraduate students significantly higher than budget and the 3% tuition increase compared to the budget planning assumption of 0%. Combined with increased retention rates, Athens campus net tuition is forecast to be \$9.2M favorable to budget and regional net tuition is projected to be \$2.5M favorable, with a \$2.7M offset for unfavorable graduate tuition. The forecast for room and board is \$5.6M favorable to budget as a result of higher enrollments.

SSI is forecast as budgeted. Grant/F&A revenue is forecast unfavorable to budget by \$8.2M but the lower revenues will be offset by lower grant expenses. Additional unfavorable expense variances include \$4.8M in compensation reflecting the investments in unbudgeted employees to address increased incoming students, \$4.9M in debt service costs based on actual internal loans as of February, and \$4.3M in supplies, services, and capital cost due in part to higher room and board costs resulting from the larger student body.

- **Resolution, Tuition and Fees**

VPFA Day reviewed the specific graduate program fees and undergraduate course fees, and the reduced rate instructional fees presented for approval. These fee adjustments have been through the appropriate planning and consultation within the University.

**Trustee Platt made a motion to recommend approval of the Tuition and Fees resolution to the full board; Trustee Smullen provided a second; the motion was unanimously approved.**

- **Resolution, Capital Projects**

VP Day introduced Associate VP Design and Construction Jon Cozad. AVP Cozad shared that there are currently capital projects underway across the campuses with total budgets of \$504.8M. He provided information on construction industry trends and shared that nationally, construction costs have increased by over 35% in the last 5 years. These costs are not expected to return to pre-pandemic levels.

The first two capital projects being presented will request approval for budget amendments. Both projects, Housing Phase II New Construction and Heritage Translational Research Center, are complex, multi-year projects. The significant cost increases and resulting costs per square foot were discussed and AVP Cozad shared that these projects have been significantly impacted by recent construction cost escalation. Cozad stressed that of the 133 current capital projects, we have come back for budget amendments on just eleven.

Housing Phase II New Construction – Cozad was joined by Jneanne Hacker, Executive Director of Housing & Residence Life, to provide an update on the Housing Phase II project activities. This capital project for a new 600-bed residence hall on the South Green was initially approved by the Board in January 2023 with a \$94.6M budget.

The programming phase involved stakeholder input across many impacted groups and drove design features and priorities. Renderings resulting from the programming phase were shared and elements important to students and families – common spaces, community spaces including kitchen and lounge space, group study spaces, blends of singles and doubles, multi-purpose spaces and more – were incorporated into the design. This phase resulted in a projected \$130.0M budget and was followed by a period of value engineering which revised the budget down to \$110.5M, \$15.9M over the January 2023 Board approved budget of \$94.6M.

A request for approval of the revised \$110.5M budget and authorized expenditures is included as part of the April 2024 Capital Projects resolution. Discussion ensued with the Trustees on the significant cost increase. AVP Cozad acknowledged the sizable increase in costs, and he discussed

the factors that contributed to the increased costs. The design and construction staff doggedly challenge costs and successfully reduced costs during the value engineering phase.

After discussion, the trustees expressed confidence in the methods employed by Facility's leadership to challenge and value engineer a project's costs. The cost savings rationale to use tan brick as the offset color to red brick versus the more traditional stone block used in many campus buildings was challenged. AVP Cozad will provide the trustees estimates of the cost savings of the tan brick versus the usage of, as well as the cost to split the large building into two while maintaining the programming and total number of beds. The cycle of ever-increasing costs of building new facilities is a challenge which will continue to put stress on future decisions. At this time, this project's increased costs can be funded through the current Housing reserve.

Heritage Translational Research Center (HTRC) – HCOM Executive Dean Dr. Ken Johnson joined AVP Cozad for the HTRC project discussion. The program for this building ranges from community health services and research to animal research and care.

The Board approved the capital project to construct a new \$67.0M translational research center for HCOM in October 2022. The design phase resulted in a projected total budget of \$82.6M. Value engineering resulted in savings of \$5.1M. The current total budget of \$77.5M is \$10.5M higher than the initial Board approved budget. The plan to deal with the \$10.5M gap is for \$8.0M to be secured by an NIH grant or internal funding, with the remaining \$2.5M to be dealt with through scope reduction of enabling projects. A request for approval of the revised \$77.5M budget and authorized expenditures is included as part of the April 2024 Capital Projects resolution.

There are four projects for budget and authorized expenditure approval being presented to the Board for the first time:

- Russ Research Opportunity Center Room 180 (Area A) Fit Out – The \$1.5M project will fit out previously shelled space and provide an efficient and effective research environment for program growth in the Institute for Sustainable Engineering and the Environment (ISEE) and the Ohio Research Institute for Transportation and the Environment (ORITE). The project is funded with College of Engineering departmental funding.
- Athena Theater Structural Stabilization – This \$850K project will stabilize a structural issue discovered at the Athena Theater. Century bond emergency project and central university funding will fund project.
- West Green Gulch Bridges Repair & Repaint – This \$558K project will remove one pedestrian bridge over the gulch and repair another bridge which is in a state of disrepair. The project is funded by century bond.
- Lin Hall 3<sup>rd</sup> Floor Renovation – This \$500K project involves renovation of the OHIO Museum Complex space on the 3<sup>rd</sup> floor of Lin Hall. Refinishing rooms 310 and 311, the 3<sup>rd</sup> floor corridor, and the stairs to the 3<sup>rd</sup> and 4<sup>th</sup> floors will be funded by external grant funding.



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

- **Resolution Series 2024 Bonds and Plan of Finance**

Tina Payne, Executive Director of Treasury Operations, introduced James Still, financial advisor from Janney Montgomery Scott LLC, who serves as OHIO's independent registered municipal advisor. The \$75M bond issue is to support the costs of the new residence hall project which was discussed as part of this meeting's Capital Projects resolution. The Treasury Team is recommending the new bonds be 30-year term bonds due 12/1/54 with a sinking fund from FY52 to FY55. This structure aligns with the internal bank strategy. Recommended structure includes all in TIC of 4.59%. The timeline towards issuance starts this month and continues through bond pricing and closing planned to occur in September 2024. Rates will not be locked in until we go to market.

Executive Director Payne reviewed the debt management guiding principles that dictate how the internal bank is capitalized and used to fund external debt payments. The issuance of the Series 2024 Bonds is not expected to have a negative impact on favorable credit ratings, assuming continued consistent financial performance relative to credit peers and the essentiality of projects financed.

**Trustee Platt made a motion to recommend approval of the Series 2024 Bonds resolution to the full board; Trustee Smullen provided a second; the motion was unanimously approved.**

- **Resolution Ohio University Employees Credit Union (OUCU) S. Shafer Street Land Exchange**

Director of External Partnerships and Real Estate Dominick Brook introduced Tia Hysell, Director of VPFA Subsidiaries, to discuss the proposed land exchange. OUCU will transfer .23 acres of land to the university in the area of the University's Heritage Translational Research Center in exchange for the University's transfer of three parcels totaling .231 acres of land adjacent to OUCU's Shafer Street office. The University will use the transferred land to provide up to an additional 25 needed parking spaces near the medical campus.

**Trustee Smullen made a motion to recommend approval of the OUCU S. Shafer Street Land Exchange resolution to the full board; Trustee Platt provided a second; the motion was unanimously approved.**

- **Human Resources Update**

Interim Vice President of Human Resources (VPHR) Mary Elizabeth Miles provided an update on the immediate priorities of the Human Resources team. HR is responsible for recruiting, rewarding, recognizing, and retaining staff and faculty. Balancing taking care of employees and complying with the myriad of legal and regulatory requirements is a priority and commitment of the HR team.

HR is prioritizing the well-being of the University community. Recent initiatives include, but are not limited to, an employee onboarding experience, plentiful professional development opportunities, and prioritizing employee benefits and recognition. Part of the solution includes getting creative in how to provide meaningful and robust employee recognition programs. Providing an efficient and effective HR operation through streamlining processes and services also serves to denote excellent customer service.

The trustees are fully supportive of the employee prioritization approach versus a highly regulatory approach.

- **NACUBO – Commonfund Study of Endowments (NCSE) Update**

Candice Casto, Treasurer / CFO of the Foundation, introduced Dave Gaume, Chief Investment Officer, to provide the report on the endowment's performance as part of the FY23 NACUBO – Commonfund Study of Endowments. The NCSE is an annual study of endowments managed by institutions of higher education. 688 institutions representing \$839.1B in total assets participated in the study. OHIO's 9.7% performance for FY23 placed it in the 80<sup>th</sup> percentile for similarly sized institutions and top quartile for all institutions. Total endowment assets of \$697.5M slotted OHIO into the \$501M to \$1B category for asset size.

The University performed well in the 1-year for 2023 because US Equities and Developed Non-US Equities performed well. The current asset mix, heavy in public equities, led to FY23's top quartile performance, but that same asset mix led to OHIO's underperformance in the FY23 NCSE three-, five-, and ten-year results. The Foundation's asset allocation goal has been to move more to Private Equity and Private Debt.

For the past 5 years the Foundation has used FEG as their investment advisor. Because that contract will expire this summer, an RFP for investment advisory services is currently underway. The incumbent has been invited to respond to the RFP.

- **University Advancement: Fundraising & Engagement Report**

Interim Vice President University Advancement (VPUA) and President & CEO of the Ohio University Foundation Lyn Redington explained her recent role change. In the brief time she has been

overseeing the Advancement unit VPUA Redington expressed her confidence in the staff and their expertise.

Advancement has an ongoing goal to increase philanthropic support. The year-to-date comparisons as of the same date for the past five years show commitments and number of donors at their the lowest in FY24 at \$20M and 9,378 respectively, but there is confidence in the forecast of \$50M in commitments by June 30, 2024.

Giving Day is April 9, 2024, and the theme is Place. Giving Day has resulted in strengthening alumni engagement percentages each year. The Alumni engagement goal is 25% and there has been steady growth since FY19's 5.1% to 22.3% for FY23.

Trustees questioned why our strong alumni base is not translating to higher levels of giving and asked where we fit with our IUC/MAC and national peers? Major Alston, Senior Associate Vice President of Development and Campaign Director, said that Miami U and Buffalo are leading the MAC schools in annual donations. President Gonzalez remarked that we will be looking into corporate and private giving as another untapped resource.

### **Information Items**

- Facility Projects Updates – information reports for Facility Projects; shared as part of each Board agenda.
- Financial Narrative – FY24 Forecast – materials for the FY24 forecast and budget to actual variance explanations.

Committee Chair Borgemenke ended the meeting at 4:55 pm.

**Ohio University Board of Trustees**  
**Meeting of the Board of Trustees**  
Friday, April 5, 2024  
**Athens OH**

Roll Call

Chair Viehweger called the Board to order at 9:03 a.m.

Secretary Bean called roll and announced that there was a quorum of voting trustees.

Present: Chair Peggy Viehweger, Vice Chair Steve Casciani, Trustee Cynthia Calhoun, Trustee Matthew Evans, Trustee Thomas Parfitt, Trustee Lorrie Platt; Trustee Diane Smullen; National Trustees Cary Cooper and Dick Dickerson; Alumni Representative Joseph Becherer; Regional Trustee Craig Butler; Student Trustees Mia Citino and Garrett Meek; President Lori Stewart Gonzalez.

Absent: Trustee Scott Borgemenke and Trustee Nancy Hammond

**Ohio University Board of Trustees**  
**Audit and Risk Management Committee**  
**Friday, April 5, 2024**

**Present:** Audit and Risk Management Committee Chair Diane Smullen; Board Chair Peggy Viehweger; Board Vice Chair Steve Casciani; Trustees Cynthia Calhoun, Cary Cooper, Matthew Evans, Thomas Parfitt, and Lorrie Platt; National Trustees Dick Dickerson; Alumni Representative Joseph Becherer; Regional Trustee Craig Butler; Student Trustees Mia Citino and Garrett Meek; and President Lori Gonzalez.

Audit and Risk Management Committee Chair Smullen called the meeting to order at 9:05 a.m.

**Compliance Project Plan Update**

Ms. Laura Myers, Interim Executive Director, Office of Audit, Risk, and Compliance provided an update on compliance projects. She reviewed the three lines of defense and how management, compliance, and internal audit are part of institutional control. Ms. Myers reviewed the general framework used for compliance projects. These guidelines are based on the Federal Sentencing Guidelines as they can be applied to all types of entities. The guidelines are used to establish a good faith effort to be prepared. Ms. Myers discussed some current compliance and privacy projects. Board Chair Viehweger asked that as Ms. Myers prepares the compliance matrix that the Board requirements and responsibilities be included. Ms. Myers responded that she would include that in the compliance matrix.

**FY2024 Annual Internal Audit Plan Update**

Ms. Ashlee Bevan, Interim Audit Director provided an update on the Internal Audit Plan Status. She discussed which reports will be issued soon and the overall status of the audit projects. Board Chair Viehweger asked with the open positions if the normal audit work could be completed. Ms. Bevan responded that the Chief Audit Executive position was open, and another position will be open soon. She continued that the audit plan had some changes but was still progressing well. Board Chair Viehweger asked about the status change of the I-9 Employment Eligibility audit. Ms. Bevan answered that audit was deferred to FY 2025 because of a management request and Internal Audit agreed that it should be deferred to FY 2025.

**FY2024 External Audit Update**

Ms. Christine Torres, Engagement Partner, from Crowe LLP discussed the FY 2024 audit planning and provided a general update. Ms. Torres reviewed the engagement team members; roles and responsibilities for the Board, Management and Crowe; engagement objectives; scope and deliverables; audit approach; timeline; required communications; and other planning topics. She said the Crowe management service team would remain the same as last year for this year's audit.

There was no unfinished business.

Audit and Risk Management Committee Chair Smullen adjourned the meeting at 9:41 a.m.

**Ohio University Board of Trustees**  
Governance and Compensation Committee  
**Friday, April 5, 2024**

Committee Members Present: Chair Platt; Butler, Dickerson, Evans, and Meek.

Committee Members Absent: Trustee Hammond; Trustee Borgemenke

Other Attendees Present: Chair Viehweger; Vice Chair Casciani; Trustees Becherer, Calhoun, and Parfitt; and President Lori Stewart Gonzalez.

Chair Platt called to order the Governance and Compensation Committee meeting at 9:43 a.m.

Chair Platt stated that the voting members of the Governance Committee are Committee Chair Platt, Trustee Borgemenke, and Trustee Evans. Chair Viehweger will stand in today as a voting member for Trustee Borgemenke.

Chair Platt stated the first order of business is to consider a proposed Resolution Amending the Bylaws to add a Second Vice Chair to the list of officers. In accordance with the current Bylaws, the proposed amendments were shared with the Trustees more than thirty days prior to the meeting. Chair Platt gave the floor to Vice Chair Casciani to discuss the proposed amendments.

Trustee Casciani recognizes and values the importance of shared leadership and succession planning by designating a First Vice Chair and Second Vice Chair. Two Vice Chairs will bring added perspective and extra capacity to the Board. Based on seniority, Trustee Borgemenke will fill the seat of First Vice Chair and Trustee Evans will fill the seat of Second Vice Chair. Trustee Casciani asked for any questions or comments about the change.

Chair Platt asked if anyone had any other comments and reiterated that the changes make sense.

**Tab 32: Resolution: Amendment to Bylaws**

**Tab 33: Resolution: Election of Chair**

**Tab 34: Resolution: Election of First Vice Chair**

**Tab 35: Resolution: Election of Second Vice Chair**

**Chair Platt asked for a motion to send the Amendment to Bylaws Resolution to the full board for recommendation for approval. Chair Viehweger motioned the committee; Trustee Evans provided a second; All were in favor and the motion passed without objection or abstention.**

**Chair Platt asked for a motion to send the Election of Chair Resolution to the full board for recommendation for approval. Chair Viehweger motioned the committee; Trustee Evans provided a second; All were in favor and the motion passed without objection or abstention.**

Chair Platt stated there were two more Resolutions to consider that of the Election of the First Vice Chair and Second Vice Chair. Madame Secretary, could you please read the first resolution? Secretary Bean read the Resolutions.

**Chair Platt asked for a motion to send the Election of First Vice Chair Resolution to the full board for recommendation for approval. Trustee Evans motioned the committee; Chair Viehweger provided a second; All were in favor and the motion passed without objection or abstention.**

**Chair Platt asked for a motion to send the Election of Second Chair Resolution to the full board for recommendation for approval. Chair Viehweger motioned the committee; Trustee Evans provided a second; All were in favor and the motion passed without objection or abstention.**

Chair Platt adjourned the Governance and Compensation Committee meeting at 9:49 a.m.

Chair Viehweger called the committee for a short break at 9:49 a.m. The meeting resumed at 10:03 a.m. with the President's Report.



**Ohio University Board of Trustees**  
**President's Report**  
**Friday, April 5, 2024**

President Gonzalez provided an update on current candidate searches at the senior level.

President Gonzalez will give legislative testimony on April 23rd on Ohio University's capital budget requests.

President Gonzalez provided an update on the President's Opportunity Promise and the Dynamic Strategy pillars: Learn, Discover, Engage, and Work.

President Gonzalez invited Robin Oliver, Vice President for University Communications and Marketing, to present on Mission, Vision, and Values.

Robin provided an update on top engagement findings: Ohio University's Central Purpose; most important university initiatives; topics that must be included in the mission; vision themes for the future.

Robin shared Ohio University's Mission, Preamble and Vision and Values.

Chair Viehweger thanked Robin for her leadership and for all of the great work being done by University Communications and Marketing.

President Gonzalez's report concluded at 10:33 a.m.

**Ohio University Board of Trustees**  
**Resolutions**  
**Friday, April 5, 2024**

Chair Viehweger stated that it was time to vote on the resolutions.

As follows:

**RESOLUTION: Tuition and Fees**

**RESOLUTION: Capital Projects**

**RESOLUTION: Series 2024 Bonds and Plan of Finance**

**RESOLUTION: OUCU Land Exchange**

**RESOLUTION: Amendment to Board Bylaws**

**RESOLUTION: Election of Chair**

**RESOLUTION: Election of First Chair**

**RESOLUTION: Election of Second Chair**

Chair Viehweger called for a motion to approve the Tuition and Fees Resolution. Trustee Evans motioned the committee; Trustee Casciani seconded the motion. All were in favor and the motion passed without objection or abstention.

Chair Viehweger stated that further discussion is needed on the Housing Phase II New Construction Project prior to the motion to approve the Capital Projects Resolution. Chair Viehweger asked Jon Cozad, Associate VP Design and Construction, and Jneanne Hacker, Executive Director of Housing & Residence Life to join the discussion.

AVP Cozad reviewed the Housing Master Plan from October 2022, shared the portfolio overview showing a total of \$236M in deferred maintenance, and explained the importance of investing and modernizing housing facilities.

AVP Cozad further provided an overview of the Residential South Green housing portfolio. The plan will reduce deferred maintenance costs and make Ohio University's housing more competitive with other universities.

Ms. Hacker reviewed the feedback from students and parents on housing satisfaction. AVP Cozad explained the Housing Master Plan represents a strategy to modernize the University's portfolio.

Trustee Viehweger asked for any further comments or questions.

After discussion, Chair Viehweger asked for a motion to approve the Capital Projects Resolution. Vice Chair Casciani motioned the committee; Trustee Evans seconded the motion; All were in favor and the motion passed without objection or abstention.

Chair Viehweger called for a motion to approve the Series 2024 Bonds and Plan of Finance Resolution. Vice Chair Casciani motioned the committee; Trustee Platt seconded the motion; All were in favor and the motion passed without objection or abstention.

Chair Viehweger called for a motion to approve the OUCU Shafer Street Land Exchange Resolution. Trustee Platt motioned the committee; Trustee Smullen seconded the motion; All were in favor and the motion passed without objection or abstention.

Chair Viehweger called for a motion to approve the Amendment to Board Bylaws Resolution. Trustee Platt motioned the committee; Trustee Calhoun seconded the motion; All were in favor and the motion passed without objection or abstention.

Chair Viehweger called for a motion to approve the Election of Chair Resolution. Trustee Platt motioned the committee; Trustee Evans seconded the motion; All were in favor and the motion passed without objection or abstention.

Chair Viehweger called for a motion to approve the Election of First Vice Chair Resolution. Trustee Evans motioned the committee; Trustee Casciani seconded the motion; All were in favor and the motion passed without objection or abstention.

Chair Viehweger called for a motion to approve the Election of Second Vice Chair Resolution. Trustee Casciani motioned the committee; Trustee Calhoun seconded the motion; All were in favor and the motion passed without objection or abstention.

Chair Viehweger stated that it was time to vote on the consent resolution.

As follows:

**Tab 13: Consent Resolution: Program Name Change A&S World Religions**

**Tab 14: Consent Resolution: Program Name Change EDU Sport and Lifestyle Studies**

**Tab 15: Consent Resolution: New Program COM Cybersecurity Operations**

Chair Viehweger called for a motion to approve the Consent Agenda Resolutions. Trustee Evans motioned the committee and Trustee Smullen seconded the motion. All were in favor and the motion passed without objection or abstention.

**FISCAL YEAR 2024-25  
OHIO UNIVERSITY  
ACADEMIC YEAR 2024-25 GRADUATE PROGRAM FEES,  
UNDERGRADUATE COURSE FEES, AND  
REDUCED RATE INSTRUCTIONAL FEES**

RESOLUTION 2024 – 4127

**WHEREAS**, the appropriate planning and consultations within the University have been completed, resulting in the recommendations for increasing the program fee for the Masters of Speech Language Pathology and the Doctor of Clinical Audiology from \$63 to \$75 per credit hour as detailed in Exhibit A; and

**WHEREAS**, the appropriate planning and consultations within the University have been completed, resulting in the recommendations for creating a new opt-out course fee related to an assessment in a College of Business class; increasing Nursing courses to cover inflation for passthrough certification; and increasing the course fees for flight courses in Aviation by 10% to cover inflation as detailed in Exhibit B; and

**WHEREAS**, the appropriate planning and consultations within the University have been completed, resulting in the recommendations for changing the current reduced instructional fee from \$304 to \$316 per credit and maintaining the general and non-resident fee rates for undergraduate OHIO Online courses as detailed in Exhibit C; and

**WHEREAS**, the increases in course fees in Exhibit B require the review and approval of the Chancellor of the Ohio Department of Higher Education through the course fee process; and

**WHEREAS**, the change to instructional fees in Exhibit C requires the review and approval of the Chancellor of the Ohio Department of Higher Education through the waiver approval process.

**NOW THEREFORE, BE IT RESOLVED** that the Board of Trustees adopts the fee schedules attached hereto as Exhibits A, B, and C, effective Fall Semester 2024, pending approval of the Chancellor of the Ohio Department of Higher Education as noted abo

Exhibit A

OHIO UNIVERSITY  
**Changes to FY 2025 Student Tuition & Fee Schedule**  
**ATHENS GRADUATE PROGRAMS**  
 (PER CREDIT HOUR)

**Current Fees (Athens Graduate Rate Structure)**

College	Program	Instructional Fee	General Fee	Program Fee	Special Svcs / Materials Fee	Resident Total	Non-Resident Surcharge	Non-Resident Total
Health Sciences & Professions	Master of Speech Language Pathology	505	78	63	0	646	496	1,142
Health Sciences & Professions	Doctor of Clinical Audiology	505	78	63	0	646	496	1,142

**Proposed Fees (Athens Graduate Rate Structure)**

College	Program	Instructional Fee	General Fee	Program Fee	Special Svcs / Materials Fee	Resident Total	Non-Resident Surcharge	Non-Resident Total
Health Sciences & Professions	Master of Speech Language Pathology	505	78	75	0	658	496	1,154
Health Sciences & Professions	Doctor of Clinical Audiology	505	78	75	0	658	496	1,154

**Exhibit B**

OHIO UNIVERSITY  
**Changes to FY 2025 Course Fees**  
 (PER CREDIT HOUR)

College	Course	COURSE NAME	Current Course Fee	Proposed Course Fee
Engineering	AVN2400	PRIVATE PILOT FLIGHT	\$ 10,946	\$ 12,041
Engineering	AVN2403	PRIVATE PILOT FLIGHT, TRANSFER	\$ 3,428	\$ 3,771
Engineering	AVN3400	CROSS COUNTRY	\$ 11,944	\$ 13,138
Engineering	AVN4000	INSTRUMENT FLIGHT	\$ 8,766	\$ 9,643
Engineering	AVN4050	ADVANCED CROSS COUNTRY	\$ 12,070	\$ 13,277
Engineering	AVN4200	COMMERCIAL	\$ 5,366	\$ 5,903
Engineering	AVN4300	ADVANCED MULTI ENGINE	\$ 7,476	\$ 8,224
Engineering	AVN4450	FLIGHT INSTRUCTOR	\$ 4,347	\$ 4,782
Engineering	AVN4550	INSTRUMENT INSTRUCTOR	\$ 4,006	\$ 4,407
Engineering	AVN4620	MULTI ENGINE CROSS COUNTRY	\$ 3,712	\$ 4,083
Engineering	AVN4650	FLIGHT INSTRUCTOR OPERATIONS, MULTI	\$ 4,402	\$ 4,842
Engineering	AVN4850	ADVANCED AIRCRAFT & FLIGHT CREW OPERATIONS	\$ 373	\$ 410

Health Sciences	NRSE4401	Professional Practice	\$ 185.00	\$ 519.00
Health Sciences	NRSE4141	NSG Care Child	\$ 93.00	\$ 169.00
Health Sciences	NRSE4121	Management & Leadership	\$ 93.00	\$ 169.00
Health Sciences	NRSE3231	Nursing Care of Adults II	\$ 93.00	\$ 169.00
Health Sciences	NRSE3141	Mental Health Nursing	\$ 93.00	\$ 169.00
Health Sciences	NRSE3131	Foundation of Nursing	\$ 93.00	\$ 169.00
Health Sciences	NRSE2221	Foundation of Nursing	\$ 93.00	\$ 169.00
Health Sciences	NRSE2111	Clinical Judgment II	\$ 50.00	\$ 70.00

Business	BA1000	Introduction to the College of Business	\$ -	\$ 60.00
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# Exhibit C

OHIO UNIVERSITY  
**CHANGING REDUCED RATES**  
**2024-25 STUDENT TUITION & FEE SCHEDULE**  
 (PER CREDIT HOUR)

**Current**

OHIO Online Undergraduate Tuition Rates	Instructional Fee	General Fee	Program Fee	Special Svcs / Materials Fee	Ohio Resident Total	Non-Resident Fee	Out-of-State Resident Total
OHIO Online 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

**Proposed**

OHIO Online Undergraduate Tuition Rates	Instructional Fee	General Fee	Program Fee	Special Svcs / Materials Fee	Ohio Resident Total	Non-Resident Fee	Out-of-State Resident Total
OHIO Online Undergraduate Programs	316	3			319	5	324
BSB Program (9 core SAM Courses)	316	3	25		344	5	349
Correctional Education	316	3		100	419	5	424

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

RESOLUTION 2024 – 4128

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

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

**WHEREAS**, the following projects are presented for Board approval:

**Modification of Design & Construction Requests:**

Capital Project Budget & Authorized Expenditures					
Project	Previous Authorized Expenditure	Previous Authorized Budget	Current Expenditure Action	Current Budget Action	Total Project Budget
Housing Phase II New Construction	\$14,200,000	\$94,600,000	96,300,000	\$15,900,000	\$110,500,000
Heritage Translational Research Center	\$66,968,706	\$66,968,706	\$8,000,000	\$8,000,000	\$74,968,706

**Design & Construction Requests:**

Capital Project Budget & Authorized Expenditures	
Project	Current
Russ Research Opportunity Center Room 180 (Area A) Fit Out	\$1,500,000
Athena Theater Structural Stabilization	\$850,000
West Green Gulch Bridges Repair & Repaint	\$558,704
Lin Hall 3 <sup>rd</sup> Floor Renovation	\$500,000

**NOW THEREFORE, BE IT RESOLVED** that the Ohio University Board of Trustees approves the requests described above; authorizes the receipt of appropriate bids or proposals; and authorizes the President, the 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.



## **SERIES 2024 BONDS RESOLUTION**

### RESOLUTION 2024 – 4129

Providing for the authorization, issuance and sale of not to exceed \$75,000,000 in aggregate principal amount of General Receipts Bonds of The Ohio University, authorizing a Supplemental Trust Agreement securing such bonds, and authorizing matters related thereto

WHEREAS, The Ohio University (the “University”), a state university of the State of Ohio created and existing under Chapter 3337 of the Ohio Revised Code, by Resolution No. 2000-1744 adopted by its Board of Trustees (the “Board”) on December 8, 2000 (the “General Bond Resolution”) and by a Trust Agreement dated May 1, 2001 (together with amendments and supplements thereto, the “Trust Agreement”), comprised in part of the General Bond Resolution, has provided for the issuance from time to time of Obligations (as defined in the General Bond Resolution) of the University, each such issue to be authorized by a Series Resolution adopted by the Board pursuant to the Trust Agreement; and

WHEREAS, the General Bond Resolution was adopted and the Trust Agreement was authorized by the Board pursuant to Sections 3345.11 and 3345.12 of the Ohio Revised Code, enacted by the General Assembly of Ohio under authority of the Constitution of Ohio, particularly Section 2i of Article VIII thereof, which authorizes the University to issue its Obligations from time to time to pay costs of certain capital facilities, being housing and dining facilities, auxiliary facilities, or education facilities, and includes any one, part of, or any combination of such facilities, all as provided in Section 3345.12 of the Ohio Revised Code and called “University Facilities” in the General Bond Resolution and in this Series Resolution, and to refund, fund or retire such Obligations or other obligations previously issued for such purpose; and

WHEREAS, the University has heretofore authorized, issued or entered into the prior Obligations under such Trust Agreement that are outstanding (collectively referred to herein as the “Prior Obligations”) as described on Exhibit A attached hereto and made a part hereof;

WHEREAS, the University has determined that it is necessary to acquire, construct, equip, furnish, reconstruct, alter, enlarge, remodel, renovate, rehabilitate or improve the following University Facilities at the respective currently estimated amounts to be financed (being collectively the “2024 Projects”):

<u>Project Name</u>	<u>Description</u>	<u>Currently Estimated Amount to be Financed</u>
Housing Facilities	New construction, renovation, equipping, and upgrades to student housing facilities included in the University’s capital plan, including but not limited to Phase II new construction and enabling projects.	\$75,000,000

; and

WHEREAS, the University has determined to issue not to exceed \$75,000,000 in aggregate principal amount of Bonds in one or more series under the Trust Agreement, to be designated “General Receipts Bonds, Series 2024,” or such other designation as authorized hereby (the “Series 2024 Bonds”), to finance all or part of the costs of, including the reimbursement of such costs of, the 2024 Projects and to pay costs of issuance of the Series 2024 Bonds; and

WHEREAS, there are no Superior Obligations, or any other bonds, notes or other obligations, presently outstanding under the Prior Indenture, and the Prior Indenture and the lien grant thereby have been released, satisfied and discharged; and

WHEREAS, the Board finds that all conditions precedent to the authorization and sale of the Series 2024 Bonds have been or will be met by the time the Series 2024 Bonds are issued;

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE OHIO UNIVERSITY, as follows:

Section 1. Definitions and Interpretations. All words and terms defined in the General Bond Resolution and elsewhere in the Trust Agreement and all interpretations therein provided shall have the meanings, respectively, and be subject to the same interpretations as therein provided where used in this Resolution, unless the context or use indicates another or different meaning or intent, except that this Resolution is sometimes herein called and may be known as the “Series 2024 Resolution,” the Bonds authorized by this Resolution are referred to herein and in the Series 2024 Supplemental Trust Agreement hereby authorized as the “Series 2024 Bonds,” and the terms “hereof,” “herein,” “hereby,” “hereto” and “hereunder,” and similar terms, mean this Resolution. By way of example but without limitation, the word “Fiscal Officer” has the meaning given to it in the General Bond Resolution.

All words and terms defined in the preambles hereto shall have the respective meanings provided in the preambles hereto.

In addition, when used in this Resolution and the Series 2024 Supplemental Trust Agreement, the following words shall have the indicated meanings:

“Authorized Denominations” means with respect to each series of the Series 2024 Bonds, the denominations designated as such in the related Series 2024 Certificate of Award.

“Beneficial Owner” means with respect to the Series 2024 Bonds, the Person owning the Beneficial Ownership Interest therein, as evidenced to the satisfaction of the Trustee.

“Beneficial Ownership Interest” means the right to receive payments and notices with respect to the Series 2024 Bonds held in a book entry system for which the Depository does not act on behalf of a Beneficial Owner with respect to the optional or mandatory tender for purchase of the Series 2024 Bonds pursuant to the Trust Agreement.

“Book entry form” or “book entry system” means, with respect to the Series 2024 Bonds, a form or system, as applicable, under which (i) the ownership of beneficial interests in such Bonds and Debt Service Charges may be transferred only through a book entry and (ii) physical Series 2024 Bond certificates in fully registered form are registered only in the name of a Depository or its nominee as Bondholder, with the physical Series 2024 Bond certificates “immobilized” in the custody of the Depository. The book entry system maintained by and the responsibility of the Depository and not maintained by or the responsibility of the University or the Trustee is the record that identifies, and records the transfer of the interests of, the owners of beneficial (book entry) interests in such Series 2024 Bonds.

“Depository” means any securities depository that is a clearing agency under federal law operating and maintaining, with its participants or otherwise, a book entry system to record ownership of beneficial interest in the Series 2024 Bonds, and to effect transfers of book entry interests in such Bonds, and includes and means initially The Depository Trust Company (a limited purpose trust company), New York, New York.

“Federal Tax Documents” means the federal tax certificate or related tax exemption certificate and attachments, delivered by the University at the time of the issuance and delivery of each series of Tax-Exempt Series 2024 Bonds, as the same may be amended or supplemented in accordance with their respective terms.

“Fixed Rate Bonds” means Series 2024 Bonds that are not “Variable Rate Obligations,” as defined in the General Bond Resolution.

“Interest Payment Date” means, as to each series of the Series 2024 Bonds, each of the dates set forth as such in the related Series 2024 Certificate of Award.

“Interest Rate Hedge” means an “interest rate hedge” as defined in Section 9.98 of the Ohio Revised Code.

“Interest Rate Mode” means any of those modes of interest with respect to the Series 2024 Bonds permitted by the Supplemental Trust Agreement related thereto and specified in the Series 2024 Certificate of Award.

“Mandatory Redemption Date” means, as to each series of the Series 2024 Bonds, each of the dates set forth in the related Series 2024 Certificate of Award for the retirement of a portion of the principal of the Series 2024 Bonds pursuant to any Mandatory Sinking Fund Requirements set forth therein.

“Mandatory Sinking Fund Requirements” means, as to each series of the Series 2024 Bonds, the amounts required to be deposited in the Debt Service Fund for the purpose of redeeming related Series 2024 Bonds (less the amount of any credit as provided in Section 4(c) of this Resolution) on each Mandatory Redemption Date, as may be set forth in the related Series 2024 Certificate of Award.

“Maximum Rate” means for each series of the Series 2024 Bonds, rate designated as such in the related Series 2024 Certificate of Award, which shall not be a rate in excess of that rate permitted by applicable law.

“Original Purchaser” means, as to each series of the Series 2024 Bonds, the purchaser or purchasers of that series of the Series 2024 Bonds designated as such in the related Series 2024 Certificate of Award.

“Pledged Bonds” means Series 2024 Bonds or Beneficial Ownership Interests registered in the name of the Series 2024 Financial Institution and securing the obligations of the University to reimburse the Series 2024 Financial Institution for advances made pursuant to a Series 2024 Credit Support Instrument as may be provided in the related Series 2024 Certificate of Award and Series 2024 Supplemental Trust Agreement.

“Prior Obligations” means the prior Obligations identified on Exhibit A to this resolution.

“Rebate Fund” means the fund by that name referred to in Section 10 hereof.

“Series 2024 Certificate of Award” means with respect to each series of Series 2024 Bonds, the certificate of the Fiscal Officer establishing certain terms of that series of the Series 2024 Bonds and authorized in Section 5 hereof, including any supplements thereto.

“Series 2024 Closing Date” means each date on which any series of the Series 2024 Bonds are delivered to the Original Purchaser thereof for payment.

“Series 2024 Credit Support Instrument” means any Credit Support Instruments relating to some or all of the Series 2024 Bonds described in a Series 2024 Certificate of Award and issued by a Series 2024 Financial Institution for the benefit of the holders of Series 2024 Bonds.

“Series 2024 Financial Institution” means a Financial Institution issuing a Series 2024 Credit Support Instrument described in a Series 2024 Certificate of Award.

“Series 2024 Projects Account” means the account by that name created in the Facilities Fund pursuant to Section 6 hereof.

“Series 2024 Remarketing Agent” means the Remarketing Agent designated as such in the Series 2024 Certificate of Award.

“Series 2024 Supplemental Trust Agreement” means a Supplemental Trust Agreement styled and dated as determined in a Series 2024 Certificate of Award and may be numbered numerically as the Seventeenth Supplemental Trust Agreement, by and between the University

and the Trustee supplementing the Trust Agreement and securing one or more series of the Series 2024 Bonds, as the same may be supplemented and amended as provided herein and therein.

“Taxable Series 2024 Bonds” means any Series 2024 Bonds other than Tax-Exempt Series 2024 Bonds.

“Tax-Exempt Series 2024 Bonds” means Series 2024 Bonds the interest on which is intended by the University at the time of initial issuance to be exempt from federal income taxation under the Code, such intent to be conclusively evidenced by a determination to that effect contained in a Series 2024 Certificate of Award.

Section 2. Determinations by Board. The Board hereby finds and determines that (a) the 2024 Projects will constitute “facilities” as defined in the Act; (b) the issuance of the Series 2024 Bonds will be in the best interests of the University; and (c) this Resolution is adopted pursuant to the General Bond Resolution, the Trust Agreement, the Act and Section 2i of Article VIII of the Ohio Constitution.

The Board finds that the conditions stated in numbered subparagraphs (1) and (2) of Section 3(a) of the General Bond Resolution will be satisfied by the time of authentication of the Series 2024 Bonds. The Fiscal Officer shall confirm these findings by a certificate in form satisfactory to, and to be filed with, the Trustee prior to the authentication of the Series 2024 Bonds, and the Fiscal Officer may provide such other evidence with respect thereto as the Trustee may reasonably request.

Section 3. Authorization, Designation and Purpose of Series 2024 Bonds. It is hereby declared to be necessary and in the best interests of the University to, and the University shall, issue, sell and deliver, as provided and authorized herein, Bonds of the University, on a parity with all other outstanding Obligations from time to time, which shall be designated “General Receipts Bonds, Series 2024,” or such other designation as may be specified in the related Series 2024 Certificate of Award (the “Series 2024 Bonds”), for the purposes of paying Costs of University Facilities, as defined in the General Bond Resolution, related to the 2024 Projects, including without limitation capitalized interest, if any, and costs of issuance. For such purposes, the proceeds from the sale of the Series 2024 Bonds shall be allocated and deposited as provided in Section 6 hereof. Proceeds of the Series 2024 Bonds may be allocated among the 2024 Projects, if there are more than one 2024 Projects, other than as shown in the preambles to this Resolution (even if doing so results in a reduction or elimination of one or more of the Series 2024 Projects), and deviations from the descriptions of particular Series 2024 Projects as shown in the preambles to this Resolution, or the scope thereof, may be made, if the Fiscal Officer in consultation with the Resources, Facilities and Affordability Committee of the Board determines that doing so is in the best interest of the University. The principal amount of each series of Series 2024 Bonds to be issued shall be determined by the Fiscal Officer and specified in a Series 2024 Certificate of Award, except that the aggregate principal amount of all Series 2024 Bonds Outstanding at any time shall not exceed \$75,000,000; provided however, if any Series 2024 Bonds are to be initially offered to the public at an original issue discount, then the maximum principal amount of the Series 2024 Bonds hereby authorized shall be increased over \$75,000,000 by an amount equal to the product obtained by multiplying the original issue discount at which any such Series 2024 Bonds are to be initially offered to the public times the aggregate principal amount of such Series 2024

Bonds to be so offered; and provided further that if any Series 2024 Bonds are offered as Taxable Series 2024 Bonds or Variable Rate Obligations, the authorized principal amount may be adjusted to increase over \$75,000,000 to provide for a Series 2024 Projects Account deposit of not to exceed \$75,000,000, all as determined in the Series 2024 Certificate of Award. The Series 2024 Bonds may be issued in one or more separate series of (i) Fixed Rate Bonds or (ii) Variable Rate Obligations bearing interest at one or more Interest Rate Modes, and any such Variable Rate Obligations may be convertible to one or more Interest Rate Modes, all as the Fiscal Officer may determine in a Series 2024 Certificate of Award and as described herein and in the related Series 2024 Supplemental Trust Agreement. Any series of the Series 2024 Bonds may be issued in separate series of Tax-Exempt Series 2024 Bonds and Taxable Series 2024 Bonds as the Fiscal Officer may determine in a Series 2024 Certificate of Award.

#### Section 4. Terms and Provisions Applicable to the Series 2024 Bonds.

(a) Forms, Denominations, Dates and Numbering. The Series 2024 Bonds shall be negotiable instruments in accordance with the Act, shall be issued only in fully registered form, without coupons, shall be substantially in the respective forms thereof set forth in the related Series 2024 Supplemental Trust Agreement, shall be in Authorized Denominations and shall express upon their faces the purpose for which they are issued and that they are issued pursuant to the Act. Each Series 2024 Bond shall have only one principal maturity date for a specified interest rate, except for interim certificates, receipts or temporary Series 2024 Bonds which may be issued pending preparation of definitive Series 2024 Bonds. The Series 2024 Bonds shall be dated and numbered as set forth in the related Series 2024 Certificate of Award.

Subject to the provisions of this Resolution for the use of a book entry system, the Series 2024 Bonds shall be exchangeable for other Series 2024 Bonds in the manner and upon the terms set forth in the Trust Agreement.

(b) Execution, Interest Rates and Maturities. (i) The Series 2024 Bonds shall be executed by any two of the Chairman of the Board, the President of the University, the Fiscal Officer or the Secretary of the Board, and may have the seal of the University affixed or printed thereon; provided that all of such signatures and such seal may be facsimiles.

(ii) Each series of the Series 2024 Bonds shall mature on the date or dates and in the amounts set forth in the related Series 2024 Certificate of Award, provided that the final maturity of the Series 2024 Bonds shall be not later than December 31 of the year that is thirty (30) years following the date of the issuance the applicable series of the Series 2024 Bonds. Interest on each series of the Series 2024 Bonds shall be calculated and payable as provided in the related Series 2024 Certificate of Award. The net interest cost payable by the University on any series of the Series 2024 Bonds over their stated terms shall not exceed the Maximum Rate except that Pledged Bonds (or the economic equivalent thereof as may be determined in the related Series 2024 Certificate of Award) may bear interest at a rate greater than the Maximum Rate as provided in the related Series 2024 Certificate of Award and Series 2024 Supplemental Trust Agreement.

(iii) At the University's option, some or all of the Series 2024 Bonds may be converted to or from one Interest Rate Mode to another as provided in the Series 2024 Certificate of Award and the Series 2024 Supplemental Trust Agreement.

(c) Mandatory Sinking Fund Redemption. Each series of the Series 2024 Bonds shall be subject to mandatory sinking fund redemption in part on each Mandatory Redemption Date, in the manner provided in the Trust Agreement, at a redemption price of 100% of the principal amount thereof to be redeemed plus accrued interest to the redemption date in such amounts and in the manner as may be set forth in the related Series 2024 Certificate of Award and the related Series 2024 Supplemental Trust Agreement.

(d) Optional Redemption. The Series 2024 Bonds shall be callable for redemption at the option of the University, in the manner provided in the Trust Agreement, in whole or in part, at such price or prices and at such times and in the manner as may be set forth in the related Series 2024 Certificate of Award and the related Series 2024 Supplemental Trust Agreement.

(e) Method and Notice of Redemption. If less than all of the outstanding Series 2024 Bonds of one maturity are to be called, the selection of such Series 2024 Bonds of such maturity to be called shall be made in the manner provided in the related Series 2024 Certificate of Award and the related Series 2024 Supplemental Trust Agreement. Notice of call for redemption of Series 2024 Bonds shall be given at the times and in the manner provided in the related Series 2024 Certificate of Award and the related Series 2024 Supplemental Trust Agreement.

(f) Place of Payment; Record Dates. Debt Service Charges on each series of the Series 2024 Bonds when due shall be payable to the registered holders thereof at the places and in the manner provided in the related Series 2024 Certificate of Award and the related Series 2024 Supplemental Trust Agreement. The Fiscal Officer may establish a Regular Record Date and a Special Record Date for a series of the Series 2024 Bonds which shall be set forth in the related Series 2024 Certificate of Award.

(g) Paying Agent and Registrar. The Trustee shall serve as Paying Agent and Registrar for the Series 2024 Bonds.

(h) Payment; Pledge. Debt Service Charges with respect to any series of the Series 2024 Bonds shall be payable in lawful money of the United States of America without deduction for the services of the Trustee or the Paying Agent, in the manner provided in the related Trust Agreement. Subject to Section 18 hereof, the University pledges its General Receipts as security for the payment of the principal of, premium (if any) and interest on the Series 2024 Bonds.

(i) Book Entry System. If so specified in a Series 2024 Certificate of Award, any or all of the related Series 2024 Bonds shall only be originally issued to a Depository for use in a book entry system and: (i) such Series 2024 Bonds shall be registered in the name of the Depository or its nominee, as Bondholder, and immobilized in the custody of the Depository; (ii) there shall be a single Series 2024 Bond representing each maturity; and (iii) such Series 2024 Bonds shall not be transferable or exchangeable, except for transfer to another Depository or another nominee of a Depository or to the Series 2024 Financial Institution in order to obtain payment of principal of Series 2024 Bonds in accordance with the Trust Agreement and in exchange for any Series 2024

Bonds so transferred without further action by the University. The Beneficial Owners shall not have any right to receive Series 2024 Bonds in the form of physical certificates.

So long as a book entry system is in effect for any of the Series 2024 Bonds, the University and Trustee shall recognize and treat the Depository, or its nominee, as the Holder of such Series 2024 Bonds for all purposes, including payment of Debt Service Charges, giving of notices, and enforcement of remedies. The crediting of payments of Debt Service Charges on such Series 2024 Bonds and the transmittal of notices and other communications by the Depository to Beneficial Owners are the responsibility of the Depository and are not the responsibility of the University or the Trustee; provided, however, that the University and the Trustee understand that neither the Depository or its nominee shall provide any consent requested of Holders of such Series 2024 Bonds pursuant to the Trust Agreement, and that the Depository will mail an omnibus proxy (including a list identifying the owners of the book entry interests in such Series 2024 Bonds) to the University which assigns the Depository's, or its nominee's, voting rights to the owners of the book entry interests in such Series 2024 Bonds (as credited to their accounts at the Depository as of the record date for mailing of requests for such consents). Upon receipt of such omnibus proxy, the University shall promptly provide such omnibus proxy (including the list identifying the owners of the book entry interests in such Series 2024 Bonds attached thereto) to the Trustee, who shall then treat such owners as Holders of such Series 2024 Bonds for purposes of obtaining any consents pursuant to the terms of the Trust Agreement.

As long as any of the Series 2024 Bonds are registered in the name of a Depository, or its nominee, the University and the Trustee agree to comply with the terms and provisions of their agreement with the Depository including the provisions thereof with respect to any delivery of such Series 2024 Bonds to the Trustee which shall supersede the provisions of the Trust Agreement with respect thereto.

Notwithstanding any other provision of this Resolution or any provision of the General Bond Resolution, the Trust Agreement, any Series 2024 Supplemental Trust Agreement or any Series 2024 Bond to the contrary, with the approval of the Fiscal Officer, the Trustee may enter into an agreement with a Depository, or the nominee of a Depository, that is the registered owner of a Series 2024 Bond in the custody of that Depository providing for making all payments to that registered owner of principal of and interest and any premium on that Series 2024 Bond or any portion of that Series 2024 Bond (other than any payment of its entire unpaid principal amount) at a place and in a manner (including wire transfer of federal funds) other than as provided above in this Resolution, without prior presentation or surrender of that Series 2024 Bond, upon any conditions which shall be satisfactory to the Trustee and the Fiscal Officer. That payment in any event shall be made to the person who is the registered owner of that Series 2024 Bond on the date that principal and premium is due, or, with respect to the payment of interest, as of the applicable Regular Record Date or Special Record Date or other date agreed upon, as the case may be. The Trustee will furnish a copy of each of those agreements, certified to be correct by an officer of the Trustee, to other Authenticating Agents and Paying Agents for Series 2024 Bonds, if any, and to the University. Any payment of principal, premium, or interest pursuant to such an agreement shall constitute payment thereof pursuant to, and for all purposes of, this Resolution and Trust Agreement.



(j) Change of Depository and Replacement Series 2024 Bonds. If any Depository determines not to continue to act as a Depository for any Series 2024 Bonds for use in a book entry system, the University may attempt to have established a securities depository/book entry system relationship with another qualified Depository under the Trust Agreement. If the University does not or is unable to do so, the University and the Trustee, after the Trustee has made provision for notification of the owners of book entry interests in such Series 2024 Bonds by appropriate notice to the then Depository, shall permit withdrawal of such Series 2024 Bonds from the Depository, and authenticate and deliver Series 2024 Bond certificates in fully registered form to the assignees of the Depository or its nominee. If the event is not the result of University action or inaction, such withdrawal, authentication and delivery shall be at the cost and expense (including costs of printing or otherwise preparing, and delivering, such replacement Series 2024 Bonds), of those persons requesting that authentication and delivery unless University action or inaction shall have been the cause of the termination of the book entry system in which event such cost and expense shall be borne by the University. Such replacement Series 2024 Bonds shall be in Authorized Denominations.

(k) Tender Options. Each Holder and Beneficial Owner shall have the option to tender Series 2024 Bonds for purchase upon such terms as may be set forth in the Series 2024 Certificate of Award and the Series 2024 Supplemental Trust Agreement.

(l) Mandatory Tender. The Series 2024 Bonds may be subject to mandatory tender by the Holders and Beneficial Owners thereof for purchase upon such terms as may be set forth in the Series 2024 Certificate of Award and the Series 2024 Supplemental Trust Agreement. The Series 2024 Certificate of Award may include provisions regarding whether any obligation on the part of the University to purchase Series 2024 Bonds from their Holders shall be treated for purposes of the third paragraph of Section 2 of the General Bond Resolution as the conclusion of the term of Series 2024 Bonds, and/or whether the University may exercise a right to purchase in lieu of redemption and continue the term of such Series 2024 Bonds.

(m) Remarketing of Series 2024 Bonds. Series 2024 Bonds which have been tendered for purchase may be remarketed by the Series 2024 Remarketing Agent in the manner set forth or provided for in the Series 2024 Certificate of Award and the Series 2024 Supplemental Trust Agreement.

Section 5. Sale of the Series 2024 Bonds; Series 2024 Certificate of Award. Each series of the Series 2024 Bonds shall be awarded and sold to the Original Purchaser at the price set forth in the related Series 2024 Certificate of Award; such price for any maturity of such Series 2024 Bonds shall be not less than 95% of the principal amount thereof, plus accrued interest on the aggregate principal amount of such Series 2024 Bonds from their dates to the date of delivery to and payment by the Original Purchaser for such Series 2024 Bonds, all in accordance with, and subject to the terms and conditions of, an Original Purchaser's proposal contained in a hereinafter described Series 2024 Bond Purchase Agreement. Such award and sale shall be evidenced by the execution of a Series 2024 Certificate of Award by the Fiscal Officer, setting forth such award and sale, the other matters to be set forth therein referred to in this Resolution, and such other matters as such officers determine are consistent with this Resolution, the Trust Agreement and the related Series 2024 Supplemental Trust Agreement. That the matters contained in a Series 2024 Certificate of Award are consistent with this Resolution, the Trust Agreement and

the related Series 2024 Supplemental Trust Agreement shall be conclusively evidenced by the execution of such Series 2024 Certificate of Award by such officer. Each Series 2024 Certificate of Award shall be and hereby is incorporated into this Resolution and the related Series 2024 Supplemental Trust Agreement.

The Fiscal Officer is hereby further authorized and directed to execute and deliver, in the name and on behalf of the University, a bond purchase agreement with the Original Purchaser for a series of Series 2024 Bonds (a “Series 2024 Bond Purchase Agreement”) upon such terms as approved by such officer not inconsistent with this Bond Legislation and not substantially adverse to the University. The approval of such officer, and that a Series 2024 Bond Purchase Agreement is consistent with this Resolution and not substantially adverse to the University, shall be conclusively evidenced by the execution of such Series 2024 Bond Purchase Agreement by such officer. Subject to receiving any necessary appointment by the attorney general of the State, the Fiscal Officer is hereby authorized to make arrangements with Dinsmore & Shohl LLP to serve as bond counsel for the Series 2024 Bonds, and such firm is hereby appointed to serve in such capacities.

The Fiscal Officer, and any other appropriate officer of the University, are each hereby separately authorized to make arrangements for the delivery of each series of the Series 2024 Bonds to, and payment therefor by, the related Original Purchaser. It is hereby determined that the prices for and the terms of the Series 2024 Bonds, and the sale thereof, all as provided in this Resolution, each Series 2024 Supplemental Trust Agreement and each Series 2024 Certificate of Award are in the best interest of the University and in compliance with all legal requirements.

Section 6. Allocation of Proceeds of Series 2024 Bonds. (a) All of the proceeds received by on behalf of the University from the sale of the Series 2024 Bonds shall be received and accepted for by the Fiscal Officer or the Trustee, and shall be deposited and allocated as follows:

(i) To the Debt Service Account of the Debt Service Fund, the portion of such proceeds representing accrued interest and any capitalized interest directed to be deposited in the Debt Service Account by the related Series 2024 Certificate of Award; and

(ii) To the Series 2024 Projects Account which is hereby created as a separate deposit account within the Facilities Fund (except when invested as hereinafter provided) in the custody of the University or the Trustee or other entity, as the Fiscal Officer shall determine, such portion of such proceeds as may be specified in the related Series 2024 Certificate of Award.

(b) Any such capitalized interest may be deposited in a separate sub-account of the Debt Service Account of the Debt Service Fund as the Fiscal Officer may determine. Upon a determination by the Fiscal Officer that any portion of such amount designated to be used for capitalized interest is not needed for such purpose, such portion may be transferred to the Series 2024 Projects Account as the Fiscal Officer may direct.

(c) Such proceeds are hereby appropriated for the purposes of the respective funds and accounts into which such proceeds are deposited.

(d) No provision shall be made for a Debt Service Reserve Account with respect to the Series 2024 Bonds, and there shall be no Required Reserve for the Series 2024 Bonds.

Section 7. Series 2024 Projects Account; Recordkeeping; Application of Moneys. A record of each deposit into and disbursement from the Series 2024 Projects Account shall be made and maintained by the party having custody of such account.

Moneys in the Series 2024 Projects Account shall be used to pay Costs of University Facilities related to the 2024 Projects and any Costs of University Facilities associated with the issuance of the Series 2024 Bonds, including costs of issuance, and shall be disbursed upon the written request of the Fiscal Officer on behalf of the University. The University covenants that it will proceed with due diligence to pay such costs and complete the 2024 Projects. Upon the final payment of such costs, the University shall deliver to the Trustee a certificate of the Fiscal Officer on behalf of the University stating that fact and setting forth the amount, if any, then remaining in the Series 2024 Projects Account which shall be transferred to the Debt Service Account of the Debt Service Fund pursuant to this Section.

Upon such certification, any moneys remaining in the Series 2024 Projects Account and certified pursuant to the preceding paragraph shall be transferred by the party having custody of such Account to the Debt Service Account of the Debt Service Fund as set forth in the immediately preceding paragraph.

Moneys in the Series 2024 Projects Account may be invested in any lawful University investments in amounts maturing not later than the times when such amounts in the Series 2024 Projects Account are required to pay any costs payable from such Fund. Any investment made by the Trustee shall be at the written or oral (and, if oral, promptly confirmed in writing) direction of the Fiscal Officer. The term “lawful University investments” shall mean those investments made in accordance with 50.001: *Ohio University Cash and Pooled Investments (Non-endowed funds)*, as the same may be amended or supplemented or replaced from time to time. Such investments may include qualifying money market mutual funds for which the Trustee or any of its affiliates provide services for a fee, whether as an investment advisor, custodian, transfer agent, registrar, sponsor, distributor, manager or otherwise.

Any investment of moneys in the Series 2024 Projects Account shall constitute a part of the Series 2024 Projects Account and the Series 2024 Projects Account shall be credited with all proceeds of sale, and gain or loss, from such investment. Interest earnings on moneys in the Series 2024 Projects Account shall be credited when received to the Series 2024 Projects Account. For investment purposes only, moneys in the Series 2024 Projects Account may be commingled with moneys from one or more funds held by the Trustee pursuant to the Trust Agreement; provided that separate records are maintained for each such fund, the investments made therefrom, and the interest earnings credited thereto.

Section 8. Series 2024 Supplemental Trust Agreement. The Chairman of the Board, the President of the University, the Secretary of the Board and the Fiscal Officer, or any one or more of them, are each authorized and directed to execute, acknowledge and deliver, in the name of and on behalf of the University, a Series 2024 Supplemental Trust Agreement pursuant to the Trust Agreement in connection with the issuance of each series of the Series 2024 Bonds, in such form

not substantially adverse to the University as may be permitted by the Act and the Trust Agreement and approved by the officer or officers executing the same on behalf of the University. The approval of such forms by the Board and such officer or officers, and the fact that such forms are not substantially adverse to the University, shall be conclusively evidenced by the execution of each Series 2024 Supplemental Trust Agreement by such officer or officers.

Consistent with Section 8.02 of the Original Trust Agreement, the University and the Trustee, without the consent of or notice to any of the Bondholders, may enter into agreements supplemental to the Trust Agreement and the Series 2024 Supplemental Trust Agreements to the extent necessary or desirable to permit (i) the transfer of Series 2024 Bonds from one Depository to another, and the succession of Depositories or (ii) the withdrawal of Series 2024 Bonds from a Depository in connection with a book entry system and the issuance of Series 2024 Bonds or of replacement Series 2024 Bonds in fully registered form to others than a Depository.

The Chairman of the Board, the Chair of the Resources, Facilities and Affordability Committee of the Board, the President of the University, the Secretary of the Board and the Fiscal Officer are each separately authorized to execute and deliver, on behalf of the University, such other certificates, documents and instruments as are necessary in connection with the transactions authorized in this Resolution, and to do all other things required of them or the University pursuant to the Trust Agreement and this Resolution.

The appropriate officers of the University shall do all things necessary or proper to implement and carry out the orders and agreements set forth in or approved in this Resolution for the proper fulfillment of the purposes of the General Bond Resolution and this Resolution. The Secretary of the Board shall furnish to the Original Purchaser a true and certified transcript of all proceedings taken with reference to the authorization and issuance of the Series 2024 Bonds along with other information as is necessary or proper with respect to the Series 2024 Bonds.

Section 9. Tax Matters. The University hereby covenants that it will not take any action, or fail to take any action, if any such action or failure to take action would adversely affect the exclusion from gross income of the interest on the Tax-Exempt Series 2024 Bonds under Section 103(a) of the Code. Without limiting the generality of the foregoing, the University hereby covenants as follows:

(a) The University will not directly or indirectly use or permit the use of any proceeds of the Tax-Exempt Series 2024 Bonds or any other funds of the University, or take or omit to take any action that would cause the Tax-Exempt Series 2024 Bonds to be “arbitrage bonds” within the meaning of Sections 103(b)(2) and 148 of the Code. To that end, the University will comply with all requirements of Sections 103(b)(2) and 148 of the Code to the extent applicable to the Tax-Exempt Series 2024 Bonds. In the event that at any time the University is of the opinion that for purposes of this sub-section (a) it is necessary to restrict or limit the yield on the investment of any moneys held by the Trustee under the Trust Agreement, the Fiscal Officer shall so instruct the Trustee in writing, and the Trustee shall take such action as may be necessary in accordance with such instructions. The Fiscal Officer, or any other officer having responsibility with respect to the issuance of the Tax-Exempt Series 2024 Bonds, is authorized and directed to give an appropriate certificate on behalf of the University, on the date of delivery of the Tax-Exempt Series 2024 Bonds for inclusion in the transcript of proceedings, setting forth the facts, estimates and

circumstances and reasonable expectations pertaining to the use of the proceeds thereof and the provisions of such Sections 103(b)(2) and 148, and to execute and deliver on behalf of the University an IRS Form 8038G in connection with the issuance of the Tax-Exempt Series 2024 Bonds.

Without limiting the generality of the foregoing, the University agrees that there shall be paid from time to time all amounts required to be rebated to the United States pursuant to Section 148(f) of the Code. This covenant shall survive payment in full or defeasance of the Tax-Exempt Series 2024 Bonds. The University specifically covenants to pay or cause to be paid to the United States at the times and in the amounts determined under Section 10 hereof the Rebate Amounts, as described in the Federal Tax Documents. The Trustee agrees to perform all tasks required of it in the Federal Tax Documents.

Notwithstanding any provision of this sub-section (a), if the University shall provide to the Trustee an opinion of nationally recognized bond counsel to the effect that any action required under this Section and Section 10 of this Resolution is no longer required, or to the effect that some further action is required, to maintain the exclusion from gross income of the interest on the Tax-Exempt Series 2024 Bonds pursuant to Section 103(a) of the Code, the University and the Trustee may rely conclusively on such opinion in complying with the provisions hereof.

(b) So long as any of the Tax-Exempt Series 2024 Bonds, or any federally tax-exempt obligations issued to refund the Tax-Exempt Series 2024 Bonds, remain unpaid, the University will not operate or use, or permit the operation or use of, the 2024 Projects, or any part thereof in any trade or business carried on by any person within the meaning of the Code which would (i) cause the Tax-Exempt Series 2024 Bonds or such refunding bonds to be “private activity bonds” within the meaning of Section 141 of the Code, and (ii) result in the interest payable on the Tax-Exempt Series 2024 Bonds or such refunding bonds, as applicable, to be not exempt from federal income taxation under the Code.

#### Section 10. Rebate Fund.

(a) There has previously been created and ordered maintained in the custody of the Trustee (except when invested as herein provided), the Rebate Fund, which shall not constitute a Special Fund or Account securing the Series 2024 Bonds or other Obligations. There shall be deposited in the Rebate Fund such amounts as are required to be deposited therein pursuant to the Federal Tax Documents. Subject to the transfer provisions provided in paragraph (d) below, all money at any time deposited in the Rebate Fund shall be held by the Trustee in trust, to the extent required to satisfy the Rebate Amount (as defined in the Federal Tax Documents), for payment to the United States of America, and neither the University nor the owner of any Bonds shall have any rights in or claim to such money. All amounts deposited into or on deposit in the Rebate Fund shall be governed by this Section, by Section 9 of this Resolution and by the Federal Tax Documents (which is incorporated herein by reference).

(b) The Trustee shall have no obligations to rebate any amounts required to be rebated pursuant to this Section, other than from moneys held in the funds created under the Trust Agreement or from other moneys provided to it by the University upon its request for said moneys from the University as set forth in the Federal Tax Documents.

(c) The Trustee shall, at the direction of the University, invest amounts held in the Rebate Fund and deposit all earnings on such amounts as provided in the Federal Tax Documents.

(d) The Trustee shall remit moneys in the Rebate Fund to the United States, as directed in the Federal Tax Documents. Any funds remaining in the Rebate Fund after redemption and payment of all of the Bonds and payment and satisfaction of any Rebate Amount, or provision made therefor satisfactory to the Trustee shall be withdrawn and remitted to the University.

(e) Notwithstanding any other provision of this Resolution or the Trust Agreement, the obligation to remit the Rebate Amounts to the United States and to comply with all other requirements of this Section, Section 9 of this Resolution and the Federal Tax Documents shall survive the defeasance or payment in full of the Bonds.

Section 11. Official Statement. The Fiscal Officer is hereby authorized to execute and deliver preliminary and final official statements on behalf of the University for any or all series of the Series 2024 Bonds, in such forms as such officer may approve, and to deem such official statements to be “final” for purposes of Securities and Exchange Commission Rule 15c2-12, such officer’s execution thereof on behalf of the University to be conclusive evidence of such authorization, approval and deeming final, and copies thereof are hereby authorized to be prepared and furnished to the Original Purchaser for distribution to prospective purchasers of the Series 2024 Bonds and other interested persons.

The Fiscal Officer on behalf of the University is hereby authorized to execute and deliver continuing disclosure certificates or agreements dated as set forth in a Series 2024 Certificate of Award (a “Continuing Disclosure Certificate”) in connection with the issuance of the related Series 2024 Bonds in such forms as such officer may approve. The University hereby covenants and agrees that it will execute, comply with and carry out all of the provisions of each Continuing Disclosure Certificate. Failure to comply with any such provisions of a Continuing Disclosure Certificate shall not constitute a default on the Series 2024 Bonds; however, any holder or owner of the Series 2024 Bonds may take such action as may be necessary and appropriate, including seeking specific performance, to cause the University to comply with its obligations under this paragraph and such Continuing Disclosure Certificate.

The Fiscal Officer on behalf of the University is hereby authorized to furnish such information, to execute such instruments and to take such other actions in cooperation with the Original Purchaser as may be reasonably requested to qualify the Series 2024 Bonds for offer and sale under the Blue Sky or other securities laws and regulations and to determine their eligibility for investment under the laws and regulations of such states and other jurisdictions of the United States of America as may be designated by the Original Purchaser; provided however, that the University shall not be required to register as a dealer or broker in any such state or jurisdiction or become subject to the service of process in any jurisdiction in which the University is not now subject to such service.

Section 12. Series 2024 Credit Support Instrument and Interest Rate Hedges. (a) The Fiscal Officer is hereby authorized, but shall not be required, to establish or apply for one or more Series 2024 Credit Support Instruments which may, but need not, include self-liquidity or the obligation of the University to purchase Series 2024 Bonds in lieu of redemption. The Fiscal

Officer is hereby authorized to select one or more Financial Institutions having qualifications and duties as may be set forth in a Series 2024 Certificate of Award and a Series 2024 Supplemental Trust Agreement to serve as a Series 2024 Financial Institution and to provide a Series 2024 Credit Support Instrument, and to accept the commitment of a Series 2024 Financial Institution therefor, and the payment of the fees, premiums and expenses relating to any Series 2024 Credit Support Instrument from sources as may be described in the related Series 2024 Certificate of Award and the related Series 2024 Supplemental Trust Agreement is hereby authorized. The Chairman of the Board, the President of the University, the Secretary of the Board and the Fiscal Officer, or any one or more of them, are each authorized and directed to execute, acknowledge and deliver, in the name of and on behalf of the University, a reimbursement agreement or other agreement with each Series 2024 Financial Institution providing for the payment of the fees and expenses of such Series 2024 Financial Institution and the reimbursement, and security for the reimbursement, of such Series 2024 Financial Institution for advances made pursuant to any Series 2024 Credit Support Instrument, in such form as may be permitted by the Act and approved by the officer or officers executing the same on behalf of the University. The approval of such form by the Board and such officer or officers shall be conclusively evidenced by the execution of such agreement by such officer or officers.

(b) The Fiscal Officer is hereby authorized to (i) apply for one or more Interest Rate Hedges with respect to all or a portion of the Series 2024 Bonds, (ii) select a provider of such Interest Rate Hedge by negotiation or by a bidding process, based on the Fiscal Officer's best judgment as to which approach best serves the interest of the University, and (iii) accept the commitment of such provider therefor. The Fiscal Officer is authorized to retain such consultants and professional advisors as the Fiscal Officer deems necessary to accomplish the Interest Rate Hedge in the manner most beneficial to the University, and if a negotiated process is to be used, to select the counterparty and to approve the market-based terms for such Interest Rate Hedge. The payment of the fees and expenses of such consultants and advisors or otherwise related to any Interest Rate Hedge from the moneys in the Series 2024 Projects Account, or other sources described in the Series 2024 Certificate of Award and the Series 2024 Supplemental Trust Agreement is hereby authorized.

Any Interest Rate Hedge may be secured by a pledge of the General Receipts, either on a parity basis with the outstanding Obligations payable from the same sources as the Series 2024 Bonds, or on a subordinated basis payable as provided in the documentation for the Interest Rate Hedge (the "Hedge Documents"). The Chairman of the Board, the President of the University, the Secretary of the Board and the Fiscal Officer, or any one or more of them, are each authorized and directed to execute, acknowledge and deliver, in the name of and on behalf of the University, any Hedge Documents, in such form as may be permitted by the Act and approved by the officer or officers executing the same on behalf of the University. The approval of such form by the Board and such officer or officers shall be conclusively evidenced by the execution of such Hedge Documents by such officer or officers.

Consistent with Sections 8.02 and 10.02 of the Original Trust Agreement, the University and the Trustee, without the consent of or notice to any of the Bondholders but with the consent of any applicable Financial Institutions, may enter into agreements supplemental or amendatory to the Trust Agreement and the Series 2024 Supplemental Trust Agreement to the extent necessary or desirable to permit an Interest Rate Hedge to take place upon terms acceptable to the University,

particularly with respect to how the amounts to be paid by the University pursuant to the Hedge Documents are to be treated for calculating annual amounts payable on the Obligations. Any Authorized Officer is hereby authorized and directed, in the name and on behalf of the University, and as its corporate act and deed, to negotiate, execute and deliver amendments or supplements to the Trust Agreement and the Series 2024 Supplemental Trust Agreement determined by the Authorized Officer to be necessary and appropriate to accomplish any Interest Rate Hedge in such forms not substantially adverse to the University as may be permitted by the Act and approved by the Authorized Officer executing the same on behalf of the University. The approval of such forms by the Board and such officer or officers, and the fact that such forms are not substantially adverse to the University, shall be conclusively evidenced by the execution of such amendments or supplements by such Authorized Officer.

Section 13. Series 2024 Remarketing Agent. The Fiscal Officer is hereby authorized to select a Remarketing Agent having qualifications and duties as set forth in the Series 2024 Certificate of Award and the Series 2024 Supplemental Trust Agreement to serve as the Series 2024 Remarketing Agent for the Series 2024 Bonds, and the payment of the fees and expenses relating to the remarketing of the Series 2024 Bonds from sources described in the Series 2024 Certificate of Award and the Series 2024 Supplemental Trust Agreement is hereby authorized. The Chairman of the Board, the President of the University, the Secretary of the Board and the Fiscal Officer, or any one or more of them, are each authorized and directed to execute, acknowledge and deliver, in the name of and on behalf of the University, an agreement with the Series 2024 Remarketing Agent providing for its services and the payment of the fees and expenses of the Series 2024 Remarketing Agent, in such form as may be permitted by the Act and approved by the officer or officers executing the same on behalf of the University. The approval of such form by the Board and such officer or officers shall be conclusively evidenced by the execution of such agreement by such officer or officers.

Section 14. Temporary Series 2024 Bonds. Pending the preparation of definitive Series 2024 Bonds the University may execute and the Trustee shall authenticate and deliver temporary Series 2024 Bonds in printed or typewritten form. Temporary Series 2024 Bonds shall be issuable in fully registered form, of any denomination, and substantially in the form of the definitive Series 2024 Bonds but with such omissions, insertions and variations as may be appropriate for temporary Series 2024 Bonds, all as may be determined by the Fiscal Officer. Every temporary Series 2024 Bond shall be executed on behalf of the University, and be authenticated by the Trustee upon the same conditions and in substantially the same manner, and with like effect, as the definitive Series 2024 Bonds. If one or more temporary Series 2024 Bonds are issued, then without unnecessary delay the University shall execute and furnish to the Trustee in exchange therefor without charge, and the Trustee shall authenticate and deliver in exchange for such temporary Series 2024 Bonds an equal aggregate principal amount of definitive Series 2024 Bonds. Until so exchanged the temporary Series 2024 Bonds shall be entitled to the same benefits under the Trust Agreement as definitive Series 2024 Bonds.

Section 15. Prior Actions Approved. All actions hereto taken by officers and employees of the Board and the University in connection with the approval, authorization, sale, execution, delivery and issuance of the Series 2024 Bonds, are hereby approved, ratified and confirmed.



Section 16. Additional Special Funds and Accounts. The Fiscal Officer is hereby authorized to create such additional Special Funds and Special Accounts in connection with the Series 2024 Bonds and the security therefor and the remarketing thereof as the Fiscal Officer deems necessary. Any such Special Funds and Accounts and the permitted investment thereof shall be described in a Series 2024 Certificate of Award.

Section 17. Relationship of this Resolution to General Bond Resolution. It is understood and acknowledged by the University that the Series 2024 Bonds are being issued pursuant to the terms of the General Bond Resolution, as amended and supplemented by the terms of this Resolution; that the Series 2024 Bonds are subject to all of the terms and conditions of the General Bond Resolution, as amended, except as otherwise provided herein; and that all of the terms, conditions, covenants and warranties contained in the General Bond Resolution, as amended, except as otherwise provided herein, shall apply with like force and effect to the Series 2024 Bonds as if originally made in connection therewith. The General Bond Resolution and the Trust Agreement, as amended and supplemented to date including by this Resolution, and the Obligations issued to date thereunder, including the Prior Obligations, the security therefor, or any Interest Rate Hedge or Credit Support Instrument related thereto, are hereby approved, ratified and confirmed.

Section 18. General. This Resolution is adopted pursuant to the General Bond Resolution and the Trust Agreement. The appropriate officers of the University shall do all things necessary and proper to implement and carry out the orders and agreements set forth in or approved in the General Bond Resolution and this Resolution for the proper fulfillment of the purposes thereof. Without limiting the generality of the foregoing, the Fiscal Officer and other appropriate officers of the University are hereby authorized (or if application has been made, their actions are hereby ratified) to apply to the Chancellor of the Ohio Department of Higher Education for any required fee pledge request approvals and directives with respect to the 2024 Projects or the Series 2024 Bonds. Should all the Series 2024 Projects or the Series 2024 Bonds not receive such approvals and directives by the time the Series 2024 Bonds to fund the 2024 Projects are sold, the Series related Series 2024 Certificate of Award shall set forth the 2024 Projects and the amount of such Series 2024 Bonds that have received such approvals and directives. Thereupon, such Series 2024 Bonds for the Series 2024 Projects shall be issued in a principal amount not exceeding the amount approved by the Chancellor and the 2024 Projects shall include only the projects approved by the Chancellor.

Section 19. Inconsistencies. All orders, resolutions and other official actions, or parts thereof, inconsistent herewith or with the documents hereby authorized, approved, ratified or confirmed are hereby repealed, but only to the extent of such inconsistency. This Resolution shall not be construed as otherwise revising any order, resolution or other official action, or part thereof.

Section 20. Open Meeting Determination. It is found and determined that all formal actions of the Board concerning and relating to the adoption of this Resolution were adopted in an open meeting of the Board, and that all deliberations of the Board and of any of its committees that resulted in such formal actions were in meetings open to the public, in compliance with all legal requirements, including Section 121.22 of the Revised Code of Ohio.

Section 21. Effective Date. This Resolution shall take effect and be in force immediately upon its adoption.

Adopted: \_\_\_\_\_, 2024

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## EXHIBIT A

- \$48,025,000 principal amount of Bonds (as defined in the General Bond Resolution) designated “Subordinated Variable Rate General Receipts Bonds, Series 2001” (the “Series 2001 Bonds”), pursuant to a First Supplemental Trust Agreement dated as of May 1, 2001 (the “First Supplemental Trust Agreement”) for the purpose of paying part of the cost of certain University Facilities; and
- an Interest Rate Hedge (as defined in Section 9.98 of the Ohio Revised Code) for a portion of the Series 2001 Bonds in the form of an ISDA Master Agreement, dated December 1, 2001 (which, together with the schedule and confirmations related thereto, are collectively referred to as the “Series 2001 Swap Agreement”) in a maximum notional amount of \$31,020,000 with Morgan Guaranty Trust Company of New York, under the Trust Agreement with respect to amounts payable by the University under the Series 2001 Swap Agreement (other than any Early Termination Amount, as defined in the Series 2001 Swap Agreement, and any amounts payable pursuant to Section 11 of the Series 2001 Swap Agreement by the University); and
- \$47,860,000 principal amount of Bonds designated “Subordinated General Receipts Bonds, Series 2003” dated September 3, 2003 and maturing through December 1, 2023 (the “Series 2003 Bonds”), pursuant to a Second Supplemental Trust Agreement dated as of September 1, 2003 (the “Second Supplemental Trust Agreement”) for the purpose of retiring certain bond anticipation notes and refunding the University’s General Receipts Bonds, Series 1993 dated as of December 1, 1993, which were issued to finance the cost of certain University Facilities; and
- Notes (as defined in the General Bond Resolution) from time to time and in varying principal amounts pursuant to a Third Supplemental Trust Agreement dated as of October 1, 2003 (the “Third Supplemental Trust Agreement”) for the purpose of paying part of the cost of certain University Facilities; however, there are no Notes presently outstanding under the Third Supplemental Trust Agreement; and
- \$52,885,000 principal amount of Bonds designated “Subordinated General Receipts Bonds, Series 2004” dated as of March 15, 2004 and maturing through December 1, 2031 (the “Series 2004 Bonds”), pursuant to a Fourth Supplemental Trust Agreement dated as of March 15, 2004 (the “Fourth Supplemental Trust Agreement”) for the purpose of retiring certain bond anticipation notes and paying part of the cost of certain University Facilities; and
- \$28,145,000 principal amount of Bonds designated “Subordinated General Receipts Refunding Bonds, Series 2006A” dated as of February 16, 2006 and maturing through December 1, 2024 (the “Series 2006A Bonds”), pursuant to a Fifth Supplemental Trust Agreement dated as of February 1, 2006 (the “Fifth Supplemental Trust Agreement”) for the purpose of refunding all or a portion of the University’s outstanding General Receipts Bonds, Series 1999 dated as of

March 15, 1999 issued pursuant to the Prior Indenture, as defined in the General Bond Resolution, for the purpose of paying part of the cost of certain University Facilities; and

- \$29,170,000 principal amount of Bonds designated “Subordinated General Receipts Bonds, Series 2006B” dated as of April 6, 2006 and maturing through December 1, 2036 (the “Series 2006B Bonds”) and \$8,025,000 principal amount of Bonds designated “Subordinated Variable Rate General Receipts Bonds, Series 2006C” dated as of April 6, 2006 and maturing through December 1, 2016 (the “Series 2006C Bonds”), both pursuant to a Sixth Supplemental Trust Agreement dated as of April 1, 2006 (the “Sixth Supplemental Trust Agreement”) for the purpose of paying part of the cost of certain University Facilities; and
- \$15,350,000 principal amount of Bonds comprised of \$13,345,000 principal amount of Bonds designated “Tax Exempt General Receipts Bonds, Series 2008A” dated July 10, 2008 and maturing through December 1, 2033 (the “Series 2008A Bonds”) and \$2,005,000 principal amount of Bonds designated “Taxable General Receipts Bonds, Series 2008B” dated July 10, 2008 and maturing through December 1, 2015 (the “Series 2008B Bonds”), both pursuant to a Seventh Supplemental Trust Agreement dated as of July 1, 2008 (the “Seventh Supplemental Trust Agreement”) for the purpose of retiring certain bond anticipation notes and paying part of the cost of certain University Facilities; and
- \$26,645,000 principal amount of Bonds designated “General Receipts Bonds, Series 2009” dated June 3, 2009 and maturing through December 1, 2019 (the “Series 2009 Bonds”), pursuant to an Eighth Supplemental Trust Agreement dated as of May 1, 2009 (the “Eighth Supplemental Trust Agreement”) for the purpose of paying part of the cost of certain University Facilities; and
- \$76,470,000 principal amount of Bonds designated “General Receipts Bonds, Series 2012” dated February 29, 2012 and maturing through December 1, 2042 (the “Series 2012 Bonds”), pursuant to a Ninth Supplemental Trust Agreement dated as of February 1, 2012 (the “Ninth Supplemental Trust Agreement”) for the purposes of paying part of the cost of certain University Facilities and refunding certain of the Series 2003 Bonds and Series 2004 Bonds; and
- \$28,640,370 principal amount of Bonds designated “General Receipts Notes, OAQDA Series 2012” dated July 31, 2012 and maturing through December 1, 2023 (the “Series 2012 OAQDA Bonds”), pursuant to a Tenth Supplemental Trust Agreement dated as of July 1, 2012 (the “Tenth Supplemental Trust Agreement”) for the purpose of paying part of the cost of certain University Facilities constitutes “energy conservation measures” as defined in Section 3345.61 of the Ohio Revised Code, through the Ohio Air Quality Development Authority (the “OAQDA”); and
- \$27,204,750 principal amount of Bonds designated “General Receipts Bonds, Series 2011” dated as of October 1, 2012 and maturing through June 1, 2032 (the “Housing For Ohio Guaranty Bonds”), pursuant to an Eleventh Supplemental Trust

Agreement dated as of October 1, 2012 (the “Eleventh Supplemental Trust Agreement”) for the purpose of providing security for the letter of credit reimbursement obligations of Housing for Ohio, Inc., a non-profit corporation which has developed a facility on real property owned by the University and located adjacent to the University’s main campus in the City of Athens, Ohio providing housing for the use of the University’s students, faculty members, officers, and employees, and their spouses and families and known as “University Courtyard”; and

- \$145,170,000 principal amount of Bonds designated “General Receipts Bonds, Series 2013” dated June 5, 2013 and maturing through December 1, 2043 (the “Series 2013 Bonds”) pursuant to a Twelfth Supplemental Trust Agreement dated as of June 1, 2013 (the “Twelfth Supplemental Trust Agreement”) for the purpose of paying part of the cost of certain University Facilities and refunding all of the Series 2001 Bonds and certain of the Series 2004 Bonds; and
- \$250,000,000 principal amount of Bonds designated “General Receipts Bonds, Series 2014 (Federally Taxable)” dated November 14, 2014 and maturing through December 1, 2044 (the “Series 2014 Bonds”) pursuant to a Thirteenth Supplemental Trust Agreement dated as of November 1, 2014 (the “Thirteenth Supplemental Trust Agreement”) for the purpose of paying part of the cost of certain University Facilities; and
- \$156,150,000 principal amount of Bonds designated “General Receipts Bonds, Series 2017A” dated March 1, 2017 and maturing through December 1, 2047 (the “Series 2017A Bonds”) pursuant to a Fourteenth Supplemental Trust Agreement dated as of March 1, 2017 (the “Fourteenth Supplemental Trust Agreement”) for the purpose of paying part of the cost of certain University Facilities and refunding the Series 2006A Bonds (maturing December 1 in the years 2017-2024 inclusive), the Series 2006B Bonds (maturing December 1 in the years 2017, 2019, 2021, 2023, 2026, 2031 and 2036) and the Series 2008A Bonds (maturing December 1 in the years 2018-2023, inclusive, and on December 1 in the year 2028 and 2033); and
- \$50,000,000 maximum principal amount of Obligations designated “General Receipts Obligations, Series 2017B (Line of Credit) (the “Series 2017B Line of Credit Note”), maturing through December 1, 2019, subject to extension, pursuant to a Fifteenth Supplemental Trust Agreement dated as of November 1, 2017 (the “Original Fifteenth Supplemental Trust Agreement”) for the purpose of paying part of the cost of certain University Facilities, as amended pursuant to the First Supplement to Fifteenth Supplemental Trust Agreement dated as of November 1, 2019 (the “First Supplement”) and as further amended pursuant to the Second Supplement to Fifteenth Supplemental Trust Agreement dated as of January 1, 2023 (the “Second Supplement” and together with the Original Fifteenth Supplemental Trust Agreement and the First Supplement, the “Fifteenth Supplemental Trust Agreement”); and

- \$222,575,000 principal amount of Bonds designated “General Receipts Bonds, Series 2020 (Federally Taxable)” dated April 1, 2020 and maturing through December 1, 2050 (the “Series 2020 Bonds”) pursuant to a Sixteenth Supplemental Trust Agreement dated as of April 1, 2020 (the “Sixteenth Supplemental Trust Agreement”) for the purpose of paying part of the cost of certain University Facilities and refunding the Series 2012 (maturing December 1 in the years 2022-2032, 2036, 2042 and the Series 2013 Bonds (maturing December 1 in the years 2023-2033, 2036, 2039 and 2043).

[End of Series 2024 Bonds Resolution]

**RESOLUTION TO APPROVE LAND EXCHANGE OF APPROXIMATELY  
0.23-ACRES WITH OHIO UNIVERSITY EMPLOYEES CREDIT UNION**

RESOLUTION 2024 – 4130

**WHEREAS**, Ohio University holds title in fee simple to approximately 0.23 acres of land over 3 parcels (“University Property”) on Moore Avenue, Athens, as shown in Exhibit A; and

**WHEREAS**, Ohio University Employees Credit Union (“OUCU”) holds title in fee simple to approximately 0.23-acres of land which is part of a parcel adjacent to Ohio University (“OUCU Property”) in the vicinity of Moore Avenue, Athens, as shown in Exhibit A; and

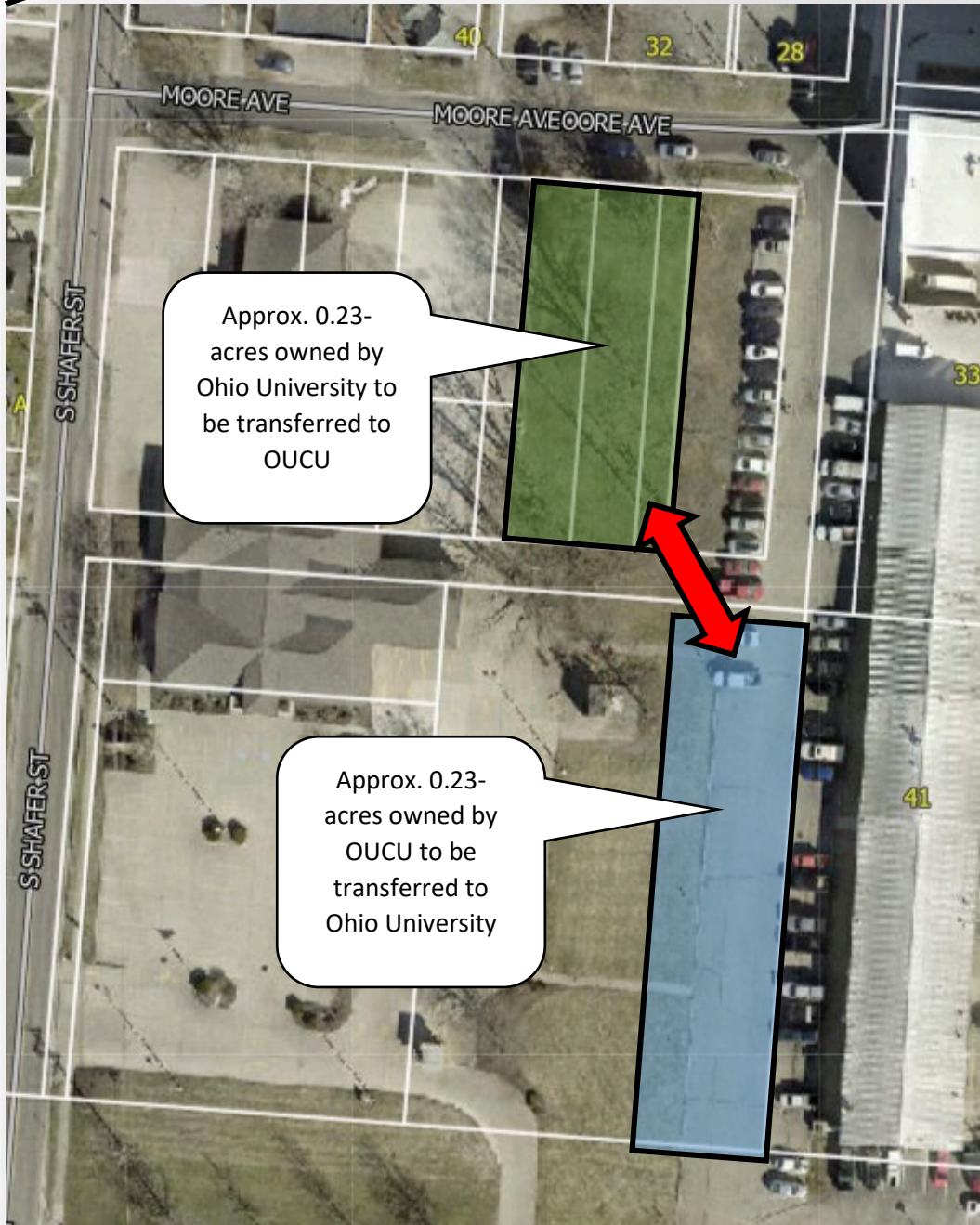
**WHEREAS**, Ohio University has a need for the approximately 25 parking spaces that the OUCU Property provides and has no current or foreseeable future plans for the University Property; and

**WHEREAS**, the University wishes to transfer the University Property to OUCU in exchange for OUCU transferring the OUCU Property to Ohio University with no additional consideration; and

**NOW THEREFORE, BE IT RESOLVED** that the Ohio University Board of Trustees hereby declares the University Property consisting of approximately 0.23 acres to be surplus property.

**BE IT FURTHER RESOLVED** that the President or president’s designee is hereby authorized to negotiate, evaluate, or otherwise transact the disposition and exchange of the real property, consistent with the requirements of Ohio law.

Exhibit A





## **AMENDMENT TO BOARD BYLAWS**

### RESOLUTION 2024 – 4131

**WHEREAS**, the Board recognizes and appreciates the valuable contributions and insights to be gained by adding a First Vice-Chair and Second Vice-Chair to its membership; 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 the Trustees on March 3, 2024, 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.

# Governance/Bylaws

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## 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. First Vice-Chair
- c. Second Vice-Chair
- d. Secretary
- e. 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 First Vice-Chair, in the absence or incapacity of the Chair, shall assume the duties and obligations of the Chair. In the event both the Chair and First Vice-Chair are absent or incapacitated, the Second Vice-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, First Vice-Chair, Second Vice-Chair, Secretary, and Treasurer shall be elected annually by the Board.

Section 2. The Chair, First Vice-Chair, and Second 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
3. 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 6. 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 7. 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-Chairs 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.

### **Revision Dates**

*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*

## **ELECTION OF CHAIR**

### RESOLUTION 2024 – 4132

**RESOLVED**, that Stephen P. Casciani be elected Chair of the Board of Trustees for the year beginning May 14, 2024, and ending May 13, 2025.



## **ELECTION OF FIRST VICE CHAIR**

### RESOLUTION 2024 – 4133

**RESOLVED**, that Scott Borgemenke be elected First Vice Chair of the Board of Trustees for the year beginning May 14, 2024, and ending May 13, 2025.

## **ELECTION OF SECOND VICE CHAIR**

### RESOLUTION 2024 – 4134

**RESOLVED**, that Matthew Evans be elected Second Vice Chair of the Board of Trustees for the year beginning May 14, 2024, and ending May 13, 2025.

**SCRIPPS COLLEGE OF COMMUNICATION  
J. WARREN MCCLURE SCHOOL OF EMERGING COMMUNICATION  
TECHNOLOGIES  
NEW DEGREE BACHELOR OF SCIENCE IN CYBERSECURITY OPERATIONS**

RESOLUTION 2024 – 4135

**WHEREAS**, the J. Warren McClure School of Emerging Communication Technologies in the Scripps College of Communication proposes to establish a Bachelor of Science degree in Cybersecurity Operations, and

**WHEREAS**, the proposed undergraduate program was approved by the University Curriculum Council on March 5, 2024, and

**WHEREAS**, the proposed undergraduate program will be offered as a collaborative effort between the Scripps College of Communication, College of Business and the Russ College of Engineering and Technology, and

**WHEREAS**, the Bachelor of Science in Cybersecurity Operations provides a unique combination of cybersecurity classes that will enable students to gain foundational and advanced knowledge of the analysis and design of secure network systems, the secure delivery of business services through technology, and the assessment of risk in the flow of sensitive data through business operations and computing environments, and

**WHEREAS**, the completion of the program requires 120 credit hours and the completing of a minor in Business Analytics, helping to prepare students to become effective leaders and creative problem solvers, and

**WHEREAS**, graduates of the program will have the necessary skills to help solve critical cybersecurity objectives in government, corporate, nonprofit, and academic sectors.

**NOW THEREFORE, BE IT RESOLVED** that the Board of Trustees of Ohio University hereby approves establishing a Bachelor of Science degree in Cybersecurity Operations in the J. Warren McClure School of Emerging Communication Technologies in the Scripps College of Communication.

**PATTON COLLEGE OF EDUCATION  
DEPARTMENT OF RECREATION, SPORT PEDAGOGY, AND CONSUMER SCIENCES  
PROGRAM NAME CHANGE FOR SPORT AND LIFESTYLE STUDIES**

RESOLUTION 2024 – 4136

**WHEREAS**, the Department of Recreation, Sport Pedagogy, and Consumer Sciences in the Patton College of Education proposes to change the name of the Sport & Lifestyle Studies program to Recreation and Sport Services, and

**WHEREAS**, the proposed name change received University Curriculum Council approval on March 5, 2024, and

**WHEREAS**, other curricular changes are implemented with this change to further update the curriculum, and

**WHEREAS**, the proposed curriculum changes intend to capitalize on the direction of the recreation and sport services industry, and more clearly position students to take advantage of career opportunities within that industry sector, and

**WHEREAS**, the new name will better position the program from a marketing perspective, creating a clearer identity from which to highlight the major to students, and

**WHEREAS**, the new name effectively conveys to prospective students the potential career opportunities but also is reflective of industry trends.

**NOW THEREFORE, BE IT RESOLVED** that the Board of Trustees of Ohio University hereby approves changing the name of the Sport & Lifestyle Studies program to Recreation and Sport Services.

**COLLEGE OF ARTS AND SCIENCES  
DEPARTMENT OF CLASSICS AND RELIGIOUS STUDIES  
PROGRAM NAME CHANGE FOR WORLD RELIGIONS**

RESOLUTION 2024 – 4137

**WHEREAS**, the Department of Classics and Religious Studies in the College of Arts and Sciences proposes to change the name of the World Religions program to Religious Studies, and

**WHEREAS**, the proposed name change received University Curriculum Council approval on January 26, 2024, and

**WHEREAS**, other curricular changes are implemented with this change to further update the curriculum, and

**WHEREAS**, no other department is affected by the change, and

**WHEREAS**, the new name will allow the program to better conform to standard terminology in the field and also reflect the new name of the department.

**NOW THEREFORE, BE IT RESOLVED** that the Board of Trustees of Ohio University hereby approves changing the name of the World Religions program to Religious Studies.

**Ohio University Board of Trustees**  
*Certificate of Appreciation*  
**Friday, April 5, 2024**

Chair Viehweger formally thanked Student Trustee, Mia Citino, and presented to her the Certificate of Appreciation. Chair Viehweger asked Secretary Bean to read the Certificate of Appreciation for Student Trustee Mia Citino.

President Gonzalez shared that we are celebrating Chair Viehweger's second and final year serving as Chair of the Board of Trustees. President Gonzalez thanked Chair Viehweger for her service and asked Secretary Bean to read the Proclamation of Appreciation for Chair Viehweger.

Chair Viehweger shared words of appreciation for her time and experiences with Ohio University and The Board of Trustees.

*Adjournment*

Chair Viehweger asked if there is any new or unfinished business to address.

Secretary Bean confirmed there was no new or unfinished business.

Chair Viehweger asked Secretary Bean to announce the date and location of the next meeting.

Secretary Bean announced that the next Board meeting would take place on Thursday and Friday, June 14 and June 15, 2024 in Dublin, OH.

Chair Viehweger adjourned the meeting at 11:01 a.m.