

Minutes
Board Meeting
The Ohio State University at Newark

November 16, 2017; 8:30 – 9:44 a.m.

The John Gilbert Reese Center, Executive Conference Room (Room 255)

1. Call to Order

Board Chair, Dr. Sharad Thakkar, called the meeting to order at 8:30 a.m. in the Executive Conference Room of The John Gilbert Reese Center. He welcomed new board member Matt Miller, whose term began July 1, 2017 but he was unable to attend the September meeting. Mr. Miller gave a brief summary of his professional background, stating that he worked for Deloitte & Touche before joining Park National Bank in 2009. He is currently the Executive Vice President at Park. His work in the community is focused on children, and he looks forward to being part of the Ohio State Newark Board as a way to continue focusing on young people as they progress through their educational careers.

2. Approval of Minutes of September 21, 2017 Board Meeting

The minutes of the September 21, 2017, Board meeting were approved as distributed

3. Approval of the Agenda

The meeting agenda was approved as distributed.

4. Public Comments

Dr. Thakkar stated that on behalf of the board he wishes everyone a happy holiday and invited public comments. John Hinderer congratulated Dr. Thakkar for Polymer Technologies' recent recognition by the United States Secretary of Commerce as Minority Energy Firm of the Year. Dr. Thakkar received the award in a ceremony at the Oval Office in Washington, D.C., on October 24. Polymer Technologies was the only firm in Ohio to receive this award and one of only 15 companies nationally.

5. Central Ohio Technical College (COTC) Board Report

John Hinderer, Chair of the COTC Board, reported that Sarah Wallace's term on the board ended in September. She served for 15 years and was chair from 2004-2009. She was awarded emeritus status, which is especially noteworthy because her father is also an emeritus board member. Paul Thomson, President and CEO of First Federal Savings, will fill the position vacated by Ms. Wallace. Mr. Thomson is very active in community and industry organizations and will be a good addition to the board. Mr. Hinderer also reported that the COTC/Ohio State Newark Annual Scholarship Breakfast held on November 2 was very well attended. This annual event gives students who receive scholarships the opportunity to thank donors. Mr. Hinderer also reported that the "Friends of the Campus" events were held on October 5 and November 9 to recognize supporters of COTC's Coshocton and Mount Vernon extended campuses. Supporters of the Coshocton Campus Capital Campaign, Knox Campus Capital Campaign and Next Generation Challenge attended these annual events. Lastly, Mr. Hinderer reported

that the Licking County Chamber Annual Groundhog Breakfast will be held February 2nd and COTC is one of the corporate sponsors.

6. Faculty Assembly Report

Asuman Turkmen, Chair of the Faculty Assembly, reported that there will be an election in December to fill open leadership positions. Dr. Turkmen reported that she continues to work with the Diversity and Inclusion Ad Hoc Committee to explore ways to increase awareness on campus and in the community. She also reported that Ohio State's Office of Academic Affairs has established a General Education Review Committee. The Committee has submitted a draft report, and co-leads will come from Columbus to conduct a listening session for Faculty Assembly on December 8th. This session will enable faculty to ask questions and give feedback on the report.

7. Board Committee Reports

- **Academic Affairs and Student Life Committee.** Holly Mason, Director of Student Life, reported that over 800 students participated in a "We Care" survey focused on food insecurity, transportation and housing. As a result of the survey, the *Campus Corner Student Food Pantry* was started in the Warner Center and has been operational for three weeks. Three students used the pantry during the first week, six during the second week and twelve during the third. This is a collaboration between the Office of Student Life and the Office of Retention and is operated in conjunction with the food pantry network at no cost to the university.

Ms. Mason also reported on several student activities and Student Life topics of interest, including:

- The Counseling Center hosted a visit from the Youth Advocate Program to help better serve foster youth coming to our campus.
 - Student Life will be posting five RA positions very soon to begin planning for next year's housing.
 - Later today a speaker will be coming in to share experiences about living as a refugee.
 - "Crucial Conversations" sessions are held monthly to go over topics that students want to discuss and to help to develop training programs.
 - Student Life is collaborating with faculty on diversity and inclusion and is working on the Bias Assessment Response Team (BART). BART will be made more visible on the website and is available for general complaints and complaints that deal directly with diversity.
 - There has been a 20% increase in participation in most student activities, not only as a result of more students living on campus but also because they are bringing their friends to events.
 - There will be a career fair on April 3, 2018.
- **Enrollment Committee Report.** Diane Kanney, Director of Enrollment, reported for the Enrollment Committee and distributed the Admissions Office "Autumn 2017 Enrollment Report." The complete report, including a post-meeting amendment to correct a portion of the enrollment data, is provided as an attachment to this document. Ms. Kanney reported on the highlights. She stated that there is a 10% increase in applications, primarily due to an increase in "optioned" students, meaning students

who initially applied to Columbus and were subsequently optioned to the Newark campus. Important accomplishments by the team include receptions held off campus. Kathy Lloyd hosted one in Columbus, one took place in Westerville for the first time, and one was held in Cincinnati for the first time in many years. The purpose of these events was to promote Buckeye Visit Day, and the results were very successful. Visits to campus were up 16% over last year, which is an important trend because it will continue to impact enrollment as it has in the past. The next visit day is Saturday, December 2. There are over 280 registered for that event, which is a significant increase. The Admissions team is communicating to high school juniors now, and postcard mailings will go out to juniors and seniors in the near future. The Admissions team will begin to communicate with sophomores for the first time in the spring, making high school students aware at a younger age. Newark and Wooster are the only two Ohio State regional campuses that showed enrollment growth over the last 5 years.

Ms. Kanney reported that the Admissions Office has been hosting focus groups with current students regarding their college search process to find out ways to do better. Among the suggestions that came out of the focus groups was to better promote that Ohio State Newark is The Ohio State University. Students said they felt it when they came out for visit days or while attending events, but it should be a priority to emphasize that they get the same “BuckID,” and students receive the same education as they would at the Columbus campus. The faculty who teach here and in Columbus should be endorsed, as the connection is very important to the students. Students also reported that cost plays a major role in decision making, but not until the end of the college search process.

Another priority of the Admissions Office is the launch of a summer enrichment program, which will be piloted on campus during summer 2018. It is the first of its kind at Ohio State Newark, targeting sixth to eighth graders. It will take place June 11-15, and 15 faculty members are committed to helping facilitate activities including lab exercises and a bee workshop. The goal is to continue to add summer programs to campus to help increase the future pool of inquiries.

- ***Finance Committee Report – Budget Update.*** Mike Cantlin stated that the Financial Report, distributed prior to the meeting, showed a positive overall trend with revenues going up, expenses going down, and especially a projected 120% investment income. He asked David Brillhart to summarize the highlights. Mr. Brillhart stated that, as a financial officer in higher education he appreciates an enrollment manager doing a great job. Referencing the Financial Report, he noted that the state subsidy was up 11% due to the funding formula and completions of Associate Degrees. Enrollment surpassed the budget by 1% and tuition was aligned with the increase, resulting in revenues going up by 4%. With regard to expenses, it is always planned for every position to be filled all year long, but there normally are vacancies. For this reason, expenses were down 6%.

Overall, budgets are managed very well but there are a few blemishes. In academic support, there are contracts with Columbus that are slightly higher than budgeted but will catch up with the budget and self-correct over the next year. Overhead was up due to mid-year construction projects for some faculty research areas.

The increase in revenue minus expenses resulted in a surplus of \$2.2 million, and reserves are now adequate at \$6 million. This gives the opportunity to put money back into future planning for more labs and the Science and Technology (STEM) building.

The balance sheet (*Cash Equity Statement*) shows *Total Current Operations Fund Balance* rolling forward consistently at \$6 million, which is 25% of the operating budget, and the line items detail how that money is being used. The line item *Designated Capital Projects* is approximately \$2.2 million, which is funding set aside for projects which were approved but not completed prior to the fiscal year end. The *Future Building Expansions* line item is at \$3.4 million and is the important number to watch because in years past the residence halls were built entirely out of that fund.

Marsha Downes asked what the draw rate is on the endowment, and Mr. Brillhart stated that it is just over 4%. The endowment principal balance is \$3.7 million and the detail shows market value at \$4.4 million. The Columbus campus manages the endowment funds for OSU Newark and the Financial Report details all of the accounts on Page 13. The *OSU Newark Scholarship Fund (Quasi Endowment)* has a \$2 million market value, which is OSU Newark's own money that also continues to grow. The *State Funding/Grants* is \$1.3 million and is attached to the Capital Bill, so it cannot be spent but it is in the account.

Marsha Downes asked if there has been any word from Columbus regarding capital construction money. Mr. Brillhart said that the state conducts their Capital Bill process every two years. Ohio State Newark tried to insert a request for the STEM building, but new construction with state money is discouraged. A request for Founders Hall renovations will be submitted instead. Plans for the science and technology building are moving ahead and Mr. Brillhart is working with the treasurer's office on funding strategy. The original plan was for a two-story, 40,000 square foot cost-shared building, but a 60,000 square foot building is more desirable. There is a gap in funding to build the ideal building, so plans will move forward for the two-story building while continuing to work toward the three-stories that are desired. The building plan will include the original 40,000 square feet plus a 20,000 square foot third floor. If funds are available, the building will be completed with the third floor. If funding falls short, the third floor could be built but left unfinished until the money becomes available to complete it. The design is for a three-story building to avoid the extra cost of re-drawing a two-story plan. The estimated cost for the 40,000 square foot plan is \$22 million, and the 60,000 square foot finished plan is \$28 million. If the third floor is initially built as a shell space, it would bring the cost down significantly.

Chris Meyer asked if there is adequate academic support in place, especially considering the diversity of the student body and that 37% of students are first-generation. Drs. MacDonald and Jungers noted that a new learning community was built into last year's budget which will launch in the fall of 2018. The Center for Student Success is continually evaluating whether students are being reached for academic support, pairing tutors with the classes directly and matching students with peer mentors.

8. Dean's/Director's Report

Dean Bill MacDonald announced that Tara Adornetto is the new office associate in the dean's office. Her role is to manage the reception area, and board members will have the opportunity to meet Tara when they call or visit.

- ***Forthcoming Elimination of Most Student Fees.*** Dean MacDonald stated that the Board of Trustees has made the decision to eliminate most of the course and technology fees. This move was part of the agreement reached with the new tuition model. Dean MacDonald serves on the Student Fee Review Subcommittee which will ultimately make a recommendation to the provost to eliminate all of the course and technology fees. This will simplify billing for students and their families. The new tuition model will be in its second year, so new students coming in at the higher tuition rate will replace outgoing students under the old tuition plan. This is expected to offset the deficit created by the eliminated fees so there will be funds available to maintain the labs.
- ***Tuition Grants for Pell Eligible Students.*** Dean MacDonald reported on the efforts by the president and provost to extend the tuition grants for Pell eligible students to the regional campuses. Currently, regional campus students do not have the same aid as main campus students. The regional deans have made a request to the provost to extend the tuition grants for Pell eligible students to the regional campuses. Discussion followed regarding some of the issues surrounding this topic. For example, due to open enrollment there could be a large influx of students, and the regional campuses might not be able to fulfill their commitments to the students.

Pell eligible students could also be inclined to transfer to Columbus sooner in order to get tuition grants. Dean MacDonald said there is a potential for that, but the big bump is not tuition, it is housing. He does not anticipate a problem with this. Kathy Lloyd stated that our tuitions are higher than Ohio University, Kent State and other similar institutions, leaving OSU Newark upside-down in how it compares with our main campus. Private school students are getting twice the state support as any public school. However, our campus attracts more students with greater financial need. Dean MacDonald stated that there are many reasons to continue to push this issue. He recently met with the executive deans, provost, and president Drake. At that meeting, Dr. Drake stated that the Office of Business and Finance (OBF) is thinking about options. Dr. MacDonald made the pitch very clearly to Dr. Drake that the regional campuses are requesting the same model as main campus, and would like it in 2018. The provost is very committed and understands. Dr. MacDonald is not certain when a decision will be made, but is hopeful it will be at the winter board meeting.

- ***Licking County Foundation Support for Student Diversity Initiatives.*** Dean MacDonald reported that Connie Hawk and Deb Dingus of the Licking County Foundation convened a group from COTC, Ohio State Newark and Denison University to work on initiatives to reward the community for embracing our students. The institutions have a very diverse collective student body and this is increasing. Ohio State Newark and COTC are partnering to bring Tim Wise to the Intercultural Connections Conference this spring. Wise is a leading antiracism author and educator. During the

conference there will be special talk which will be open to the public.

- ***Strategic Planning Update.*** Dean MacDonald reported that OSU has released its strategic plan entitled “Time and Change,” and the regional campuses are included. The plan makes it clear that there is a need to place emphasis on student success over next 5-10 years. The Ohio State Newark strategic plan effort is aligned with the university plan, and the Ohio State Newark Strategic Planning Committee will convene during this semester or in the spring. The plan will drive priorities for the next university fundraising campaign. More updates will be reported as they become available. Matt Meyer asked what is meant by “student success.” Dean MacDonald explained that first- and second-year retention and graduation rates will be the two metrics used. He added that it is no longer the six-year graduation rate being used as a measure, it is the four-year rate, which is a big change. This is consistent with the public interest in hiring.
- ***The Ohio State University 150th Anniversary (August 2019-Summer of 2020).*** Dean MacDonald reported that planning efforts are underway for the 150th anniversary for The Ohio State University next year. It is a very comprehensive celebration, including the regional campuses.
- ***Transitioning IT Services to the Office of the Chief Information Officer.*** Dean MacDonald reported that Ohio State Newark has made the transition of IT services to the office of the Chief Information Officer at Ohio State. This is good for the Newark campus, including COTC, because it will allow for better wireless connectivity. Mike Cantlin asked what the billing arrangement will be or how it will be controlled. Dean MacDonald stated that cost will be negotiated as changes emerge and as more services are added continually from year to year. The cost model will be different from Columbus campus because it will be a straight fee, which allows for more negotiating power.
- ***Other.*** Marcia Downes asked about the changes in the Advancement Office, and Dean MacDonald reported that the hiring process for a new director will be postponed until the Columbus office completes its analysis of fund raising at regional campuses. Steve Bergfeld, OSU’s Vice President of Development, is looking at efficiencies and making sure the regional campuses are structurally prepared for the upcoming campaign and will be providing a proposal soon. Discussion followed regarding the preference for having someone local to cultivate relationships within the community. Board members expressed the opinion that a Columbus-based development officer would not serve the needs of the Newark campus because the STEM building and the next residence hall are the development priorities for the immediate future.

Mike Cantlin noted that he was at a forum for housing agencies in Licking County and Dean MacDonald represented OSU Newark on the panel. He stated that Dean MacDonald did a great job and mentioned emancipated foster children with no support and homeless students. Mr. Cantlin expressed his appreciation to Dean MacDonald for making this known.

9. Next Board Meeting – January 18, 2018 – 8:30 a.m. – 10:30 a.m. in the Reese Board Room

- ***Upcoming Board Meeting Dates for 2018 at 8:30 a.m.***

- January 18, 2018
- March 15, 2018
- May 17, 2018
- June 21, 2018

10. Adjournment

There being no further business, the meeting adjourned at 9:44 a.m.

Respectfully submitted by

Nichole Lenglé

Executive Assistant to the Dean and Director

The Ohio State University at Newark



The Autumn 2017 Enrollment Report highlights applicants, total enrollment, enrollment by county, as well as attendance at, and matriculation from, Buckeye Visit Days. Overall enrollment on all regional campuses is also included.

The Ohio State Newark Autumn '17 enrollment of 2,623 is the second highest in the history of the campus. Sixty-six of Ohio's 88 counties are represented and 37% of first year students are first generation college students. The diversity of our student body is now 27% with 67 countries represented. These are meaningful measures to evaluate our mission effectiveness to provide access to an affordable Ohio State degree.

Enrollment Statistics

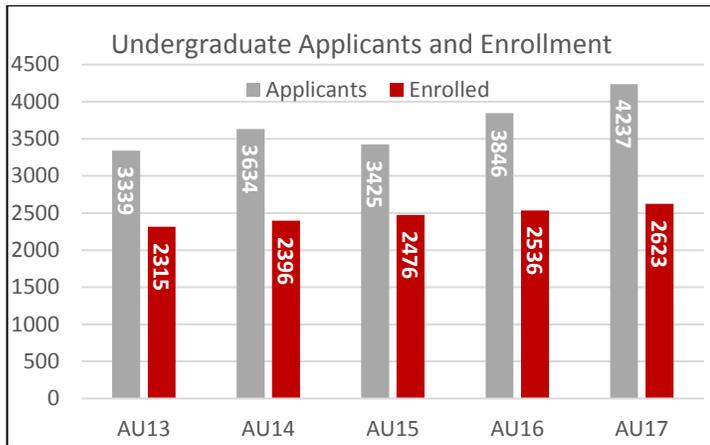
- Head Count: 2,623
- FTE: 2,332
- New Students: 1,551
- Ohio Counties Represented: 66
- World Countries Represented: 67
- Diversity of Student Body: 27%
- First Generation College Students: 37%

The 2016-17 recruitment cycle was marked with several accomplishments worth mentioning:

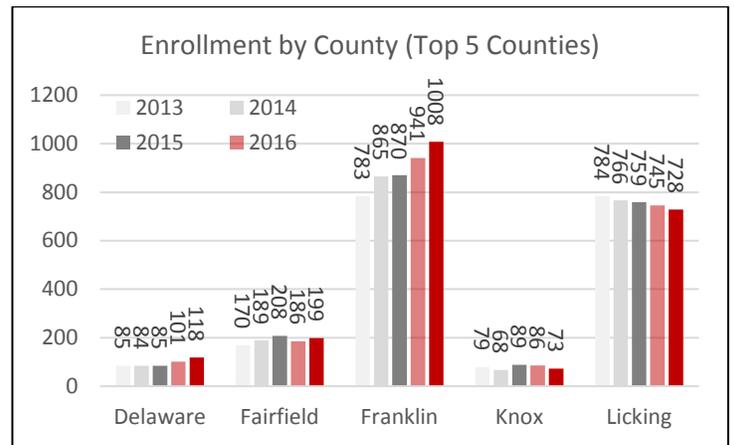
- The Admissions Office hosted three successful off-campus receptions in Columbus, Cincinnati and Westerville. Our matriculation rate from these receptions was a combined 82%.
- We welcomed nearly 1,200 students to campus on visits, a 16% increase from the year prior.
- Nearly \$900,000 in scholarships were available to our students and the average award was \$2,000. Quite an increase from 1960 when \$12,000 in scholarships were awarded.



**Our students represent 66 of Ohio's 88 counties*



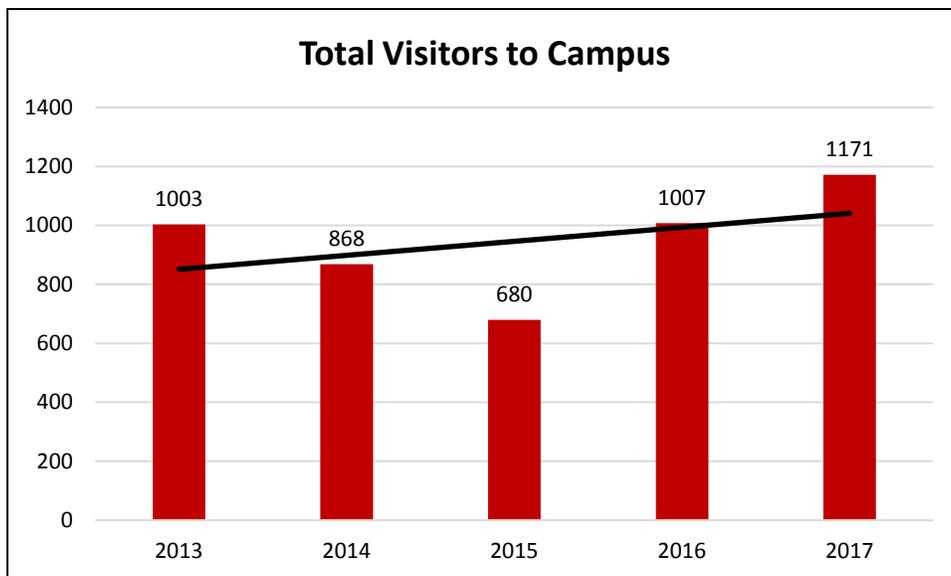
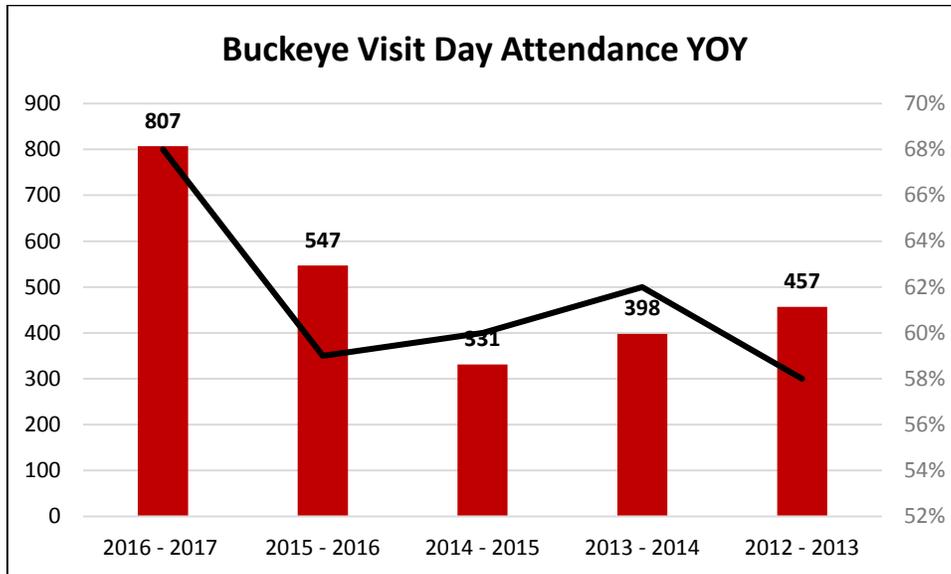
- Notes:
- Newark AU17 Apps = 4,237 (+10%)
 - Significant increase in New First Year Student apps = +460 (+14%)



- Notes:
- Enrolled students from Franklin County are up 7%.
 - The increases in Delaware and Fairfield counties are offsetting the decline in Licking County.

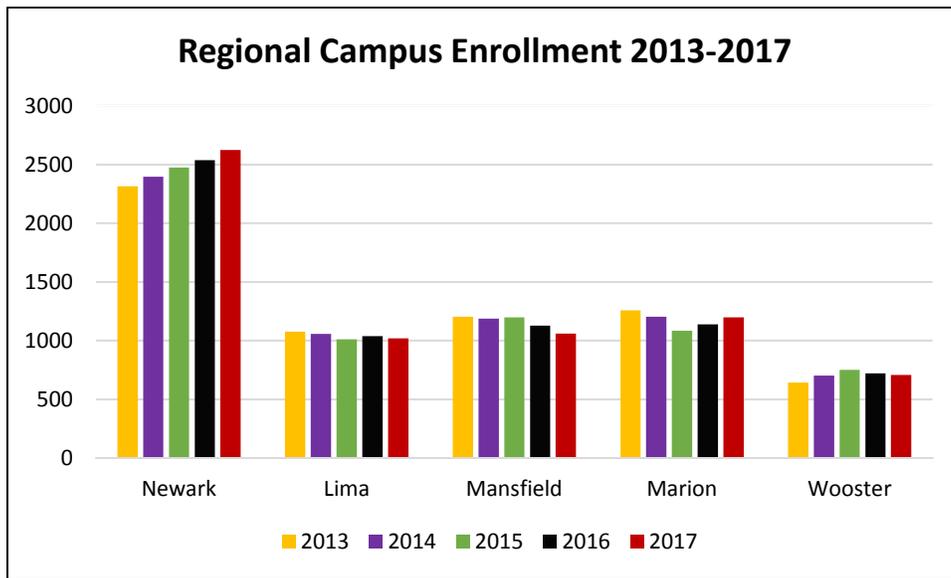


A strong predictor of enrollment, visits to campus continue to be encouraged and enhanced. Students visit campus for information sessions held weekly, Buckeye Visit Days (shown below) monthly or come along on a school-sponsored trip to our campus. Regardless of how they get to campus, our community continues to be a pleasant surprise to many. Highlights to any visit include stops at our new residence hall McConnell Hall, Adena Hall and the Warner Student Center.





The Newark campus has seen a steady increase in enrollment for the past several years while other regional campuses of The Ohio State University have seen declines (see below). The largest of the regional campuses and the closest in proximity to the Columbus, the Newark campus has seen a 13% increase in enrollment since 2013 while only one other regional campus has noted growth (Wooster, 10%).



<u>Campus Enrollment</u>	<u>2013</u>	<u>2017</u>	<u>% Change</u>
Newark	2315	2623	13%
Lima	1077	1018	-5%
Mansfield	1204	1061	-12%
Marion	1259	1198	-5%
Wooster	643	707	10%



2016-17 Admissions Office Priorities and Evaluation

1. Staff Development
 - a. All admissions counselors attended our national conference (NACAC) in September 2016 in Columbus.
 - b. One admissions counselor attended our state conference (OACAC) in March 2017.
2. Visitor Experience
 - a. Aligned our overview session with the “Will It Be You” university-wide campaign.
 - b. Provided Ohio State themed music and a scrolling, informative welcome presentation at all events.
3. Messaging
 - a. Delivered consistent and specific explanations of the campus change process.
 - b. With the help of our marketing team, disseminated the most impactful press releases.
4. Off-Campus Student Receptions
 - a. Held programs in Cincinnati and Westerville as well as Columbus.
 - b. The yield from all programs was 82% (77/94 students).
5. Partnerships
 - a. Along with COTC, hosted 57 high school counselors for a visit day.
 - b. Continued our strong partnership with A Call to College and I Know I Can.
6. Focus on Transfers
 - a. 24% increase for Autumn '16; decline noted for Autumn '17.
 - b. Admissions counselor with primary responsibility resigned in December 2016.
7. Improved Communication with High School Counselors
 - a. Redesigned and improved contents of monthly e-newsletter which is sent to over 900 counselors.

2017-18 Priorities

1. Improve communication to sophomore and junior students.
2. Have 100 or more students attend each of our Buckeye Visit Days.
3. Host and learn from student focus groups.
4. Map, evaluate and enhance the communication plan for all audiences.
5. Launch a summer enrichment program.
6. Improve our presence on social media.

