



Minutes
Advisory Board Meeting
The Ohio State University at Newark

Thursday, October 20, 2022 – 9:00 a.m. – 10:30 a.m.
Reese 255

1. Call to Order

Board Chair Alexa Robinson-O'Neill called the meeting to order at 9:00 a.m. in the Executive Conference Room of the John Gilbert Reese Center.

2. Approval of Minutes of May 19, 2022 Board Meeting

The minutes of the May 19, 2022, board meeting were approved as distributed.

3. Approval of Agenda

The agenda was approved as distributed.

4. Public Comments

There were no public comments.

5. Central Ohio Technical College (COTC) Board Report

Rob Montagnese, Chair of the COTC Board, reported that President John Berry's contract was extended for another 3 years. The board is very pleased with his leadership and performance. Rob reported that COTC has had an enrollment decline of 3%, which is not good but relative to other technical colleges and 2-year campuses in the state, it is better than most. Still, COTC is paying attention to enrollment and numbers. Rob also recapped an event that took place earlier in October where the movie, "The Wizard of Oz," was played on a big screen in the parking lot of the Newark campus. It was a fun event and several OSU and COTC staff members appeared in costume as characters from the movie. Lastly, Rob reported that due to a high amount of turnover among the members, he served an additional year as chair of the COTC board. His additional term will end in December, so this meeting is to be his last. Paul Thompson will be stepping into the role as Chair of the COTC board and therefore will be representing COTC at the Ohio State board meetings. Rob thanked the board for the opportunity to participate and stated his appreciation for the collaborative relationship enjoyed by OSU and COTC at the Newark campus. Board members thanked Rob for his time and service.

6. Board Committee Reports

- ***Enrollment Committee report.*** Diane Kanney, director of enrollment, began her report by showing board members examples of promotional items that are being given to prospective students at recruiting events. Specifically, a wrench-shaped pen and a set of safety goggles, both with Ohio State Newark branding, are among the incentives being used to promote the Bachelor of Science and Engineering Technology program (BSET).

Diane reported that she and others from the Newark campus have met with industry leaders in local manufacturing companies to convey what the students will be learning in the BSET program. These visits help local companies understand how the new program will impact their business pipelines for future hiring. Diane was able to obtain quotes from these business leaders which will be included in the brochure that describes and promotes the program. The brochure will go to print soon and Diane will have examples at the next board meeting. The first fall Buckeye visit day is one day away and Diane wants to make sure to engage with every potential student about the program. Associate Professor Dr. Sandra Soto-Caban, who is leading the effort to build the program, will have an information table at tomorrow's Buckeye Visit Day and will serve on every Buckeye Visit Day panel in the fall. In the spring, she will be presenting to interested students prior to each Buckeye Visit Day. It is hoped that excitement for the program will boost enrollment, which has declined recently for Ohio State Newark just as it has for many colleges and universities. Current enrollment is 2,263, and prior to Covid it was over 2,882. Diane distributed the new "[Viewbook](#)" to board members, which is a 20-page information booklet designed for prospective students at Newark. Diane is a member of a committee led by the director of Strategic Enrollment at the Columbus campus which is working on action that can be taken now for Autumn 2023 enrollment. The committee will work quickly to prepare a recommendation, which Diane hopes will be to allow the Buckeye Opportunity Program to start in the first semester for first year students. Currently that is not the case for the regional campuses.

- ***Finance Committee report.*** David Brillhart, Senior Fiscal Officer, reported that the finance committee (Todd Ware and Matt Miller) met with Dean/Director Bill MacDonald and David earlier in the week. He referenced the June Financial Statement for FY22 which was distributed prior to the meeting. Overall revenue was at 98% for the fiscal year compared to budget. Ohio State Newark received 104.9% of budgeted state subsidy dollars as of June 30, 2022, which was higher than originally budgeted for the year. This overage helps to offset some of the declining enrollment reported by Diane, which is expected to further decline, so some revenue was lost but is overall nondescript.

The loss of revenue was largely made up for by the expenditure budget. Conservative budgeting on the expense side combined with an above-average number of personnel vacancies this year have yielded underspending by 17%, or \$4.7M. This has resulted in another year of significant surplus that the campus will set aside for future needs. This is the last year for that level of surplus, but the "rainy day" planning will allow for adjustment over the coming few years. The rainy-day fund was \$6M, and \$3M of that amount will be used as a bridge loan for the renovation of Founders Hall. The money will be used during the renovation, and as pledges are received it will be paid back. There is a certain amount of capital project reserves. For example, money for the temporary offices located at 1440 Granville Road (Newark Campus West) has been set aside in an account so the operating budget will not be needed to cover operations there. There is also reserve funding for equipment and other essentials in that fund. David reported that money is being put aside for residence hall expansion, the source of which

is income from the current residence hall. McConnell Hall was built using cash, so there is no debt service which allows saving for the next residence hall. An efficiency fund of \$2M could also play a part in the residence halls. Those funds are in an account that has not been tapped yet but cannot be used without approval from Columbus. Lastly, there are some endowments of \$4.5M for scholarships that are through OSU. Most of our scholarships are through the Newark Campus Development Fund, however some are through Ohio State. The packet given to board members contains more detail about which scholarships are through the Newark campus and which are through the university.

The finance packet also contains a breakdown of the money designated for capital projects and the smaller projects that are necessary on the Newark campus to keep the structure and technology up to date. There was a question about the Country Club property at Londondale that was purchased by OSU Newark, specifically, whether funds were set aside to tear down the house on that property. Money has been budgeted to raze the structure and Brian has received the results of the environmental impact survey. It is scheduled to be torn down during the winter months. Also, the money in the budget for the Newark Campus West lease includes the full two years that the space is needed for the completion of the Founders Hall renovation (through 2024). The lease is paid to the Newark City Schools. The lease has a clause that it could be extended to month-to-month if necessary. As the project progresses it will become apparent whether it is on schedule and how much time is needed in the temporary space. Efforts to resize the budget are being made in conjunction with the university, and David will provide updates at future board meetings on what needs to be done. There is also some efficiency work that must be done through Columbus mandates to free up money to do other strategic priorities on campus.

7. **Dean/Director's report**

Bill began by introducing Emily Redfern, the newly appointed student representative to the board. Emily shared that she is involved in a few clubs already but is excited to become even more engaged on campus and is especially honored to be serving on the advisory board. Emily's appointment is for a one-year term.

- ***Organization changes/introductions.*** Bill reported that Student Life has separated the duties of leadership into two distinct roles. This provided an opportunity for Holly Mason to take over duties as assistant director, which resulted in an opening for a director. Jackie Parrill served as interim director while conducting a search which led to the hiring of Dr. John Davenport. Dr. Davenport comes to Ohio State Newark most recently from Illinois State University where he was assistant vice president and dean of students. Shantrice Bradley was also introduced to the board. Shantrice is the new housing coordinator for Residence Life, which is a part of Student Life. She comes most recently from Ashland university and has been at Ohio State Newark for approximately 5 months. Bill reported that Jackie Parrill is serving as interim director of Marketing and Public Relations and conducting a search to fill the position vacated by Susanne

Bressoud. Suzanne is still with Ohio State but has taken a position in Academic Affairs in Columbus. Bill also introduced the new Faculty Assembly Chair for this year, Dana Munteanu. Dana teaches Latin.

- ***Strategic plan.*** As board members know, Ohio State Newark has its own local strategic plan. There is also a university-wide strategic plan which establishes priorities for all the campuses. Newark uses metrics based on student success which are published on the website. Bill just received the detailed data he needs to update the charts for Newark's retention and graduation so the website will be updated soon. There has been a slight dip in retention rates and a slight elevation of graduation rates (4-year) at Newark. He explained that the retention rates represent retention at any Ohio State campus. The cohort that starts at Newark is counted as retained if they are at any campus at Ohio State for a second year. The state (Ohio Department of Education) has recently returned to reporting retention rates, which they had not been doing for some time. ODE defines retention as being at any university in Ohio. The most recent cohort is 2020, and Ohio State Newark had 79%, which is the highest first and second year retention rate of any regional campus in the state. The strategic plan at Ohio State Newark is almost singularly focused on student success.
- ***Academic plan.*** A new university-wide academic plan was just released by the provost which prioritizes in six key areas: 1) advance faculty eminence; 2) accelerate student success; 3) enhance impact of the university through external engagement; 4) strengthen talent, culture, and inclusive excellence; 5) improve technological innovation; and 6) achieve operational excellence. Leadership at the regional campuses and the colleges are working to align their priorities from their strategic plans with the new academic plan, starting with *achieving operational excellence* and *strengthening talent and cultural excellence*. Defining the metrics at the college level and the campus level must come first, and the deans will be working on this throughout the year. Newark will be focusing on achieving operational excellence, which means aligning the university's academic programming and administrative processes and business processes to be more effective. The efficiency initiatives that David mentioned, which we have been doing for several years, are being redefined. In the past it has been a model of finding savings and redirecting those dollars to the highest priorities. This is good and should be done regularly, but with the academic plan it will go deeper. Newark will be looking at academic programming, business processes, and administrative processes. Support units and academic programs are tightening those systems so that funds can be found and redirected to the things that are most important in the context of the new academic plan. There is more pressure now to do that because of the enrollment decline. The decline in enrollment has many contributing factors. To give an idea of the impact, the last time Newark was under 2,300 students was in 2005. There is a good bit of work to do this year in the context of the academic plan as affected by the enrollment decline. Fiscal planning for the next fiscal year begins in January.

8. New Business

Alexa asked board members to consider volunteering for the role of secretary to the board, which involves minimal commitment of time and effort. The secretary is a member of the executive committee, which advises on selecting new board members when terms end. The secretary to the board is a one-year term which follows a progression to vice chair and then to chair. The vacancy is due to Tara Houdeshell progressing from secretary to vice chair when Alexa became chair.

9. Next Board meeting – January 19 – 9:00 a.m. – 10:30 a.m.

2023-2024 meeting schedule:

- January 19, 2023
- March 16, 2023
- May 18, 2023
- October 19, 2023
- January 18, 2024
- March 21, 2024
- May 16, 2024
- October 17, 2024

10. Adjournment

There being no further business, the meeting adjourned at 9:50 a.m.

Respectfully submitted by

Nichole Lenglé

Executive Assistant to the Dean and Director

The Ohio State University at Newark