



Minutes
Advisory Board Meeting
The Ohio State University at Newark

Thursday, May 20, 2021 – 9:00 a.m. – 10:30 a.m.
Zoom Meeting

1. Call to Order

Board Chair Matt Miller called the meeting to order at 9:00 a.m. The meeting was conducted by way of Zoom videoconferencing.

2. Approval of Minutes of March 18, 2021 Board Meeting

The minutes of the March 18, 2021 board meeting were approved as distributed.

3. Approval of Agenda

The agenda was approved as distributed with a minor amendment to add a topic to the Dean/Director's Report.

4. Public Comments

Matt expressed optimism that soon the board would be able to meet in person. The rate of Ohio residents receiving Covid vaccines is improving, and there is a reason to be hopeful that regular business and social activities can resume soon.

5. Board Committee Reports

- ***Enrollment Committee Update.*** Tara Houdeshell stated how much she appreciates the work that the enrollment team does helping *A Call to College* students with the enrollment process. The two organizations have a great relationship, and it is very much appreciated. Diane Kanney thanked Tara and is looking forward to returning to campus in person. During normal times, *A Call to College* students visit the campus almost monthly, and they are missed during this time.

Diane reported that enrollment numbers are still behind by approximately 200 students, but the team is working every day to make that better. There was confusion with the public and among admitted students regarding deadlines for acceptance fees. Columbus has a May 1 deadline which does not apply to the regional campuses. The enrollment team is communicating to students that it is not too late, and Diane hopes to be able to enroll students who remain undecided. She reported that another mailing going out soon is a "Buckeye Bound" yard sign. Although this is expensive, money typically spent on giveaways at events was used for the mailing. The yard signs have been very well received, and parents have even called to request them because they like having them in their yards for graduation parties. There were not enough signs for every student, so the

selection process was decided based on county. These counties included Licking, Knox, Fairfield, Delaware, and Franklin. A total of 1,000 signs were mailed out, with over 600 mailed out in early April. The remaining signs are scheduled to ship out from Columbus in the next few weeks.

Diane stated that the enrollment team is reaching out daily to students to answer questions and encourage them to enroll. She is optimistic after having some staff return to campus in early April for self-guided campus tours, in which several of the tour days had very successful turnouts. Tours were set up thoughtfully. A tour etiquette document was developed and handed out for attendees, masks were required, and only one family went out on tour at a time. Each group was spaced 10 minutes apart so they would not collide with one another. The tours have gone well, but the number of attendees is slowing down. There are 30 available spaces for the rest of the month, and only 11 are registered.

Diane stated that the team plans to take a break from the tours and then start them again in June after the Memorial Day holiday. She has submitted a proposal to Columbus for approval to have information sessions starting Fridays in July, in which a self-guided tour will follow. The benefit of this format is that prospective students will get to hear information from Diane, which allows the session to be like a condensed version of a Buckeye Visit Day. She clarified that the self-guided tour still includes staff members' involvement throughout the tour, so families are not left alone. Staff members are placed across campus to have specific conversations with students and their families. Diane added that access would be restored in June to allow tours through the Reese Center and the Alford Center.

Sharad Thakkar asked about the dialog around the new Alford Center and how it would help with Buckeye Visit Days. Diane stated that visitors are interested in knowing how the Alford Center will enhance science course offerings on campus. Most of the interest is from students who are science majors who want to stay at Newark longer before transitioning to the Columbus campus.

- ***Finance Committee Update.*** David Brillhart conveyed his appreciation to Chris Meyer for his service as Finance Chair and as a board member. David has gotten to know Chris during his 9-year term on the advisory board and is respectful of the professional work that Chris has done.

Referring to the packet of materials distributed to board members prior to the meeting, David reported that the goal of getting back to a more normalized budget this year was largely achieved with just a few exceptions. Student fees were budgeted down by \$1.4 million in anticipation of decreased enrollment. The changes in delivery methods to accommodate necessary safety protocols caused a shift in enrollment patterns and a decline on the Newark campus. Autumn headcount was down to 2,873 in Fiscal Year 2021. As a result, planning for Fiscal Year 2021-2022 is more conservative in

anticipation of the unpredictability of students, the economy, and other factors that influence enrollment. David is optimistic about building a budget around a conservative number and hopefully surpassing that by getting headcount numbers back to pre-pandemic levels, but it is too soon to determine definitively. The budget year involves the continuation of the tuition and fee plan instituted for new first-year students, locking in their tuition for four years. Tuition will increase 3.8% for the new students starting in the fall. David stated that revenue projections are more challenging with the cohort model established for tuition.

There is a substantial increase in the state subsidy portion of the budget, which is determined by a formula established by the State of Ohio that channels all the dollars out to the universities and colleges. The university has its own formula to distribute the funds to the regional campuses. David has not seen the university's formula, and the budget office gave David the amount of \$9.7 million as an approximate amount. David expressed skepticism because that amount seemed unusually high, so the campus left surpluses in the budget in case money is needed for a future correction. If the amount is correct, the campus will consider using the money, but until it is confirmed, the campus will not plan on spending it. If it is accurate, it will help the campus to move forward financially beyond the pandemic.

Jeff Cox asked if the 3.8% increase in tuition is exclusive to Ohio State Newark or if it is statewide. David stated that it is a statewide increase comprised of two parts: a raise in the state budget prescribed by the legislature and an allowance for inflation, which brought it to the 3.8% maximum statewide.

Expenditures changed only slightly, with an overall decrease of 0.2%. Mid-year cuts brought expenses down, but a slight change to align with this budget year brought it back up. One item that caused a change was compensation. This past year, the university paused compensation initiatives due to the pandemic, but Newark has been instructed to build in an increase for this year.

All of the Alford Center's operational costs such as custodial expenses, utilities, and staffing are built into the FY 2021-2022 budget, so those line items have been fully accounted for. David stated that there was a reorganization in Academic Advising which allowed Newark to add another position in that area. Also, a new position has been created for a Chief Diversity, Equity and Inclusion Officer. This position will be shared with COTC and will lead efforts on the campus to assess and improve efforts in this highly critical area. Newark is also accounting for the Bachelor of Science in Engineering Technology (BSET) in this year's budget even though the program has not started yet. Faculty salaries and resources from Columbus for BSET will be an immense cost, so Newark has prepared for the second stage of building that program. As previously mentioned, David stated that Newark has a surplus of \$2.4 million that is available. That amount can be transferred out to Newark's reserve if there are no other variances throughout the coming fiscal year.

6. Dean's/Director's Report

Dean/Director Bill MacDonald reiterated David's comments commending Chris on his years of service to the Newark Advisory Board. Bill said that it has been a pleasure working with Chris. He was tremendously helpful in many ways and will be missed.

- ***External review of the regional campuses.*** Bill stated that Newark has been undergoing a self-study report that will be handed over for an external review of the regional campuses. Several teams of faculty and staff are working on it, and it is close to the point where all the team reports will be assembled and submitted. Initially, it was thought that the report was due by June, but the Office of Academic Affairs (OAA) has given more time for the teams to finish their reports, which are now due in July. Newark will have its visit by the panel in the fall. The list of panelists has not yet been defined, so there will be more information to come, and Bill will keep the board updated. All the regional campuses will be combined together for the final report.
- ***Ideas for board retreat.*** Bill thanked Jackie Parrill and Alexa Robinson-O'Neill for their help in preparing for the board retreat. Bill asked board members to share their questions and ideas for the retreat in June, which will take place at Alexa's house. Bill opened an online poll on topics for the retreat. Bill is refreshing and updating the strategic plan to help everyone, including the board, to have a clear focus for the next five years.

Bill stated there are several initiatives in the strategic plan that are opportunities for the board to give direction for the Newark campus. Initiatives from the strategic plan were grouped by topic and provided in the survey. Board members were asked to rank the initiatives using a "preferred" to "least preferred" ranking system. If a board member felt that something important was being overlooked and needed to be discussed, Bill asked that they contact him to get it added to the retreat agenda. In preparation for the retreat, he asked that each board member prepare a statement about what they view as an aspiration for themselves and for the group. He also asked everyone to think about an experience in their life, whether related to Ohio State or not, that they considered a challenge or something that they are incredibly proud of and why it might be relevant to the board's work. Finally, he asked current board members to think of how their experience as a board member has influenced their view of Ohio State Newark and the community.

Alexa added that the reason she thought of posing these questions was to understand why they meet as a board and to know the broader outlines for what the board wants to address. Matt thanked Alexa for assisting in putting together the retreat, and he agreed with her sentiments on the questions posed in preparation for the event. Matt asked if there was a finalized date for the retreat, and Bill confirmed it would be June 11th.

- ***Planning for fall.*** Bill reported that planning for fall is underway with the hope that the university will lift the mask mandate before classes start. Approval from Columbus is required for Newark events over the summer, and the requests are typically approved by Columbus without issue. The approval process is primarily for tracking purposes. Randy Smith, one of the vice provosts at OAA, is leading the review process. Bill believes that Randy is receiving a high volume of in-person event requests because some university areas are running at full capacity for summer. The hope is that Newark will not have to go through the approval process for autumn and that the indoor mask mandate will be lifted. The outdoor mask mandate has been lifted, and Bill is optimistic there will be more changes to come for the Fall semester.

Bill reiterated Matt's optimism about COVID-19 vaccinations, noting that it seems to be trending in the right direction. Bill stated that it is still the university's position that it does not have the legal authority to set a vaccine mandate. Only the Secretary of Health and Human Services can give the university such permission. Ohio legislators are introducing a law to prevent universities and colleges from setting mandatory vaccine policies, so Ohio State will not impose such a requirement at this time.

- ***Student representative to the Board.*** Bill thanked Sharad Thakkar for his years of service to the board and Lacey Heath for the time she has served as the student representative. He stated that Lacey has been a fantastic contributor to campus life at Newark in so many ways. Her fundraiser for kids as part of the BuckeyeThon was a pleasant surprise to Bill. He stated that he understands how challenging it can be to get fellow students involved on a regional campus because of the smaller student population and shorter amount of time they stay before moving on to Columbus campus. Bill stated that he had been impressed with what Lacey had done and is grateful for her service. Lacey thanked Bill and stated that she enjoyed seeing how much board members care about Newark's students and plans to continue doing the BuckeyeThon in the coming academic year. Katherine Stuart will be the Student Representative to the Board for the 2021-2022 academic year.
- ***President Johnson visits to campus.*** Bill was happy to announce that University President Kristina Johnson would be on the Newark campus on August 13th for the VIP Donor Luncheon. Dr. Johnson also plans to visit the Newark campus on September 7th. Newark is fortunate to have her visit twice in one year.
- ***Founders Hall renovation update.*** Bill stated that Kim Manno and David Brillhart would give the update on the Founders Hall renovation. Kim reported that COTC and Ohio State Newark recently announced the complete renovation of Founders Hall and construction of an outdoor courtyard between Founders and Hopewell Hall. The announcement was in the April 4th edition of the Newark Advocate, the same date as Mrs. Luella Hodges Reese's 90th birthday, so the announcement was intended as a tribute to her and as recognition for all she has done for the campus and the local community. In honor of Mrs. Reese, the renovated building will be renamed Luella

Hodges Reese Hall. Gib Reese, Luella's husband, was instrumental in the founding of the Newark campus. He also served as the chair of the 1966 fundraising campaign that raised the money to construct Founders Hall. The renaming of the building and honoring Mrs. Reese brings it full circle to pay tribute to the whole family. Hodges Hall will be the first building on the Newark campus named solely after a woman. Kim said that when you consider all the people who have supported the campus over the past 50 to 60 years, no other woman has been as instrumental as Mrs. Reese. The Newark campus is very excited about this project.

David stated that the renovation is an inspiring project that has been discussed for many years. Initially, the renovation was not an exciting topic for Newark because plumbing, electric, and mechanical systems were the priorities. The project has transformed to a much greater vision. Founders Hall is a three-story, 90,000 square foot building and is the largest building on campus. The classrooms are standard and remain mostly unchanged from 50 years ago. Decaying external concrete, original windows, and worn-out mechanical systems are desperately in need of replacement. An architect has been hired, and state funding is secured.

Programming goals for the project are:

- Renew the lifespan of the building
- Phase construction reasonably
- Give the building a new, more modern identity
- Plan for future flexibility
- Maintain appropriate auditorium space
- Bring daylight further into the building
- Increase focus on students with more study space
- Create openness and visual connections

David stated that the renovation is a great opportunity for the Newark campus to take the oldest building and transform it. The vision of what Founders Hall could look like inside was inspired by previous architects who proposed a skylight to allow for natural lighting. Another advantage to the project is bringing together departments that are currently spread around in the building and sometimes fragmented throughout the campus. The project will include transformational work between Hopewell and Founders Hall. Plans were already drawn many years ago for the outside area, and the timing is suitable for it to be included with this project. It will be a remarkable improvement over the current layout.

Kim referred to Sharad Thakkar's question concerning the Alford Center's role in student recruitment. The new building will benefit STEM students, but the renovation of Founders Hall will be beneficial to all students pursuing any degree because that is where general education classes meet. That will have a significant impact on recruiting students, as well as faculty and staff. Sharad agreed it would allow students to stay at the Newark campus and ultimately help the local workforce. Kim stated that it could help

persuade students pursuing a STEM degree who might have been considering attending somewhere else to decide on Ohio State Newark because of the updated facilities.

David discussed the business plan timeline for the renovation. He stated that the COTC board approved the project. The next step is Ohio State Board of Trustees approval, and the construction start date is targeted for December of 2022. The project would likely be completed in early 2024. The budget established for the project is \$23.1 million, which is outside of what was initially envisioned for the renovation, but the previous architects estimated that this is the amount needed to complete the project. David explained funding for the project. He commended the Development Office on their incredible work because he had relied on them to provide funding, and they were once again successful. He also stressed that timing was critical. Dr. MacDonald and Dr. Berry work together to engage philanthropy and benefactors. There are state capital funds from COTC and Ohio State Newark in the project, each contributing \$3,550,000, and those are already secured to get started. There is \$14 million of private gifts pledged for the project, and \$12 million of the total is already secured. David feels confident that Kim and her team will secure the remaining \$2 million over the summer. Both COTC and OSU Newark are putting in \$1 million from their reserves, which brings the total budget to \$23.1 million. All funding will be funneled to Ohio State University to administer the project.

Employees occupying Founders Hall would need to move out by the Fall of 2022 to start the renovations. Jeff Cox commended the Development office on a great job. Todd Ware asked how confident David is on the cost, citing concerns about inflation due to the pandemic. David stated that the original budget of \$20 million was increased to \$23 million to account for possible future changes in costs.

7. New business

- ***New board member nominations (vote).*** Matt announced that the two new board nominees are Lee Heckman and Medha Deoras-Sutliff. Bill gave background information on the nominees. Both have received degrees from Ohio State University, Lee receiving a degree in Law, and Medha receiving a Master of Preventive Medicine degree. He explained that both have a keen sense of community-mindedness, which can be seen clearly in their work in the community outside their professions. He thinks they are both fantastic prospects for the board. If they are approved by the board's vote, he would be happy to recommend them to the provost. Matt made a motion to approve Bill's recommendation, Todd second the motion, and the board voted unanimously to approve the nominees.
- ***Board member reappointment.*** Matt Miller announced that Katherine Lloyd has agreed to be reappointed as a board member for another three years. This will be Katherine's third three-year appointment.

- ***Ohio State Newark representative to the COTC board.*** Matt announced that Tara Houdeshell has agreed to serve as OSU Newark's representative on the COTC board.
- ***Volunteers to fill two Finance Committee vacancies.*** Matt Miller and Todd Ware agreed to fill the Finance Committee vacancies.

8. Next Board meeting – September 16, 2021 – 9:00 a.m. – 10:30 a.m
(June meeting canceled due to retreat taking place on June 11)

9. Adjournment

There being no further business, the meeting adjourned at 10:30 a.m.

Respectfully submitted by

Nichole Lenglé

Executive Assistant to the Dean and Director

The Ohio State University at Newark