



Minutes
Advisory Board Meeting
The Ohio State University at Newark

Thursday, May 21, 2020 – 9:00 a.m. – 10:30 a.m.

Zoom Meeting

1. Call to Order

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

2. Approval of Minutes of January 16, 2020 Board Meeting

The minutes of the January 16, 2020 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. COTC Board Report

Rob Montagnese, Chair of the Board for Central Ohio Technical College, provided a report on current programs and events at COTC. Dr. Berry virtually addressed graduates in a video in lieu of a formal commencement ceremony on campus due to regulations surrounding the COVID-19 pandemic. President Berry awarded 274 associate degrees and certificates. There were 76 students whose nursing degrees were conferred early to provide additional medical workforce needed due to the coronavirus. All graduates will be invited back for the December commencement ceremony if they wish to participate in a formal ceremony.

COTC enrollment is at 106% of the goal for summer semester, which is a big accomplishment during these times. Factors that have helped enrollment include recent news of \$1M in scholarship dollars, emergency grants to assist with financial burdens, and temporary modification of the admission policy to “test optional” so students may take advantage of training and upskilling opportunities to expedite enrollment. 100% of the December 2019 nursing graduates who have taken the National Council Licensure Examination for Registered Nurses passed on their first attempt. COTC Academic Affairs has been reviewing the costs and completion rates of programs offered to determine ways to cut costs. As a result of this review, the board has approved the discontinuation of the Culinary Science Technology Degree effective immediately. There will also be a reorganization in the Engineering Technology programs. The COTC board also approved the FY21 operating budget and a \$5 per credit tuition increase.

Marcia Downes asked Rob about the progress of the Pataskala campus building project. The project is still moving forward and is on schedule. The final approval is needed from the controlling board, which meets June 1st.

6. Faculty Assembly Report

Matt Stenzel, Faculty Assembly Chair, reported that John Hunter will be the new Faculty Assembly Chair as of June 1, so this will be his last advisory board meeting. Matt reported that the Faculty Assembly has established a new standing committee for diversity. Also, the new General Education curriculum has been approved by The Ohio State University Arts and Sciences Faculty Senate and is expected to be in place in fall of 2022. Matt also reported that the Faculty Academic Affairs Committee has been hosting monthly Zoom meetings on the COVID situation to communicate and share ideas and impressions. Dean MacDonald has been joining those sessions and providing information and updates. Faculty have appreciated the extra support for online teaching and planning for the return to campus. Sharad Thakkar asked how the students are doing and feeling with the sudden change to online learning. Matt stated that most classes are asynchronous, so he is not seeing his students very often. Student academic performance has been fine, but people are stressed over the situation. Faculty are trying to be flexible and accommodating and, although it is not the ideal teaching situation, everyone is making the best of it and it has been going smoothly. The board thanked Matt for his service this past year as Faculty Assembly Chair.

7. Board Committee Reports

- ***Enrollment Committee Report.*** Diane Kanney reported that the admissions team has done an amazing job of adapting to teleworking and facing the challenge of trying to recruit students to a campus they cannot show them. On March 21, the team launched go.osu.edu/admittedstudents, where admitted students can find everything they need for next steps in enrollment. Personalized video messages from Dr. MacDonald, Dr. Brown, and Dr. Cope, as well as faculty interviews, are accessible through the site. It is a one-stop location for students to find instructions on how to activate and use their Buckeye email account and how to pay their acceptance fee. The admissions team is currently preparing for the first-ever virtual Buckeye Visit Day on May 28. Buckeye Bulletins are going out to admitted students every week. Other accomplishments of the Admissions Office over the past nine weeks include contacting over 200 students by telephone weekly, recording several videos from faculty & staff members and from the team,

Developing a high school graduation card, and sending out “Buckeye Bound” posters in partnership with the other regional campuses:



The CRM in Columbus tracks the open rate for the Buckeye Bulletin and other electronic communications, which is very beneficial in choosing content. Analytics show that the open rate is better for communications with interviews and videos, so that feedback is used to create the Buckeye Bulletins and increase the likelihood that students will read it.

Chris Meyer asked when enrollment numbers will be reported. Diane stated that she tracks them each week and updates Dean MacDonald and David Brillhart periodically. The National Apply Date was May 1st, which is usually a good indicator, and those enrollment numbers seem to be on target. Another major indicator is how many students show up to orientations, which start in a few weeks. Some decline in enrollment is expected.

Tara Houdeshell asked if there is a virtual tour targeting high-school juniors or if there is one in the pipeline. Diane said that there is currently a good virtual tour available on the website, and the admissions team is working on virtual campus tours for specific group visits, such as high school juniors.

- **Student Life Report.** Holly Mason reported that the Student Life team has also stepped up in remarkable and creative ways during this time of unprecedented challenge. The focus over the past few months has been adapting while providing a great student experience and concentrating on recognizing students for the academic year. The Student Leadership awards were moved online and proved to be very successful, with over 9,000 views. Each night a different recipient of an award was presented and, not only did the students receive the recognition they deserved, but more people were reached than if it had been done in person. Student Life has moved forward with selecting a Homecoming Court through virtual applications and interviews. The court will be recognized, regardless of whether they get to go to a game.

Student Ambassadors were selected for orientation leaders which will ensure that students are making connections with other students. Student Ambassadors will meet

one-on-one through Zoom with each new student, linking them with services and resources even prior to coming to campus. Intakes continue through Disability Services with accommodations modified based on being in an online format, and an open session has been launched called “Talking Taco Tuesday.” Ohio State Newark and COTC Office of Student Life have been using Twitter for many aspects of service delivery. Some student organizations have continued to meet, and the Intramurals and Recreation Sports continues to engage students through Wellbeats to participate in Zumba, Yoga, Mindfulness and Stress Relief. In Career Development, the potential for a virtual career fair is being explored and the Handshake Job Board is still operational and available. Multicultural Affairs had to postpone the Community Intercultural Relations Conference and hopes to be able to have it in the fall.

Katheryn Lloyd asked what was needed for getting technology into the hands of students or making sure that everyone had internet access. Student Life and Dean MacDonald have worked together with the Office of the Chief Information Officer (OCIO) to provide Mi-Fi devices to students who needed them, which provide a mobile Internet access hotspot. There was a surge in requests due to the heavy rains causing power outages. This resulted in a shortage of the devices, but the OCIO was eventually able to get workable technology to the students who needed it. Also, the campus Wi-Fi was extended to the Adena parking lot so students, faculty and staff could access the Internet from their cars.

- ***Finance Committee Update.*** David Brillhart stated that he would keep his report on more general terms because so many decisions have yet to be made concerning university finances, and they are constantly changing. He does have confidence in the plan for Ohio State Newark to navigate through the crisis successfully. David stated that this campus was not affected as negatively as some higher education institutions because the operating budget does not rely heavily on revenue from residence halls. The negative news is that there has been a 3.8% cut to State support, but it does not affect this fiscal year because there is enough surplus to cover it. Due to the excellent performance by faculty and staff to adjust to the new mode of operation, very few students were lost in the spring semester. The year ended well, and a FY2019-2020 report will be available at the next board meeting.

For the coming year, planning will become more difficult. Only 27% of the Newark overall budget comes from State support, which is good news. It is a great time to not be more reliant on state support because that is the most vulnerable and concerning line item. The second area of vulnerability is enrollment, which will remain unknown until decisions are made about returning to campus. David and his team submitted a base budget to the university as a starting point. There may be a tuition increase and there is not likely to be a compensation increase. From the base budget, scenario planning is at three different levels to prepare for cuts of 5%, 10%, or 20%. Dean MacDonald provided excellent leadership in the effort because now there are very comprehensive plans at each level that can be referenced in the coming year as things develop. Ohio

State Newark had a head start in the contingency planning because not all the money has been spent from growth in prior years, and contingencies have been included in the budget. The university has allowed Newark to use surpluses in the contingency plan, so now it can be used to right-size the budget going forward. Debt service has not been affected, so the campus remains financially prepared for the Alford Center. The overall financial picture may be clearer when decisions are made at the State level and enrollment trends stabilize and become more reliable.

Sharad Thakkar asked if there were cost savings by moving classes online. David stated that there has not been a savings, and there may be additional overhead if classrooms need to be outfitted with technology to accommodate social distancing in the fall. Kathryn Lloyd asked what is happening with staff such as catering and facilities. For now, disaster pay is in place to pay employees who cannot perform their duties remotely. So far there have not been any layoffs. There may be furloughs in the future, but that is not yet decided.

8. Dean’s/Director’s Report

- **Framework 2.0.** Dean Bill MacDonald reported that the Framework 2.0 planning is continuing, with the most recent step being a SWOT analysis, which he shared on-screen. (see figure below). The consulting firm prepared this analysis based on historic documentation and interviews with faculty, staff, and students. Bill stated that board members were consulted during previous phases of the Framework project and will be asked for feedback for this phase at some point in the future. The Framework 2.0 work is ongoing, and Bill will provide another update at the June meeting.

Newark SWOT			
STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Philanthropy from community	Lack of space in general	Enrollment growth	Encroachment of competitors on enrollment, including for-profit and online educational opportunities
Cost-sharing model with COTC	Need more residence halls	Alford Center – increased STEM curriculum	Long-term space for residence halls
Quality / beautiful physical facilities	Parking	Expanding residential options on campus	Parking
Diverse population	Transportation, including traffic on routes to campus	Expanded partnerships with industry	Political changes at the state or federal level to mandate or funding
Growing enrollment	Heavy class offerings mid-morning to midday	Increase transportation options	Aged space and deferred maintenance
Dedicated and talented staff	Communication between departments	Connection with the Columbus campus	Public opinion of higher education
Proximity to Columbus campus	Mixed identity within community	Improve pedestrian paths through parking lots	
Strong regional population growth			

- ***Alford Center Update.*** Bill stated that the university is looking favorably upon the current financial status of the Alford Center project and turned to Brian Boehmer for a full report. Brian stated that the Alford Center is now approximately 35% complete and on track to achieve substantial completion in March of 2021 as planned. The total project budget for the building is \$32M, which is made up of several different funding sources. If not for the community's incredible generosity and support, the project would not be possible at all. According to the last report, over \$13.6M has been raised.

The Alford Center will be the campus' first four-story building, with 17 laboratories, 5 general classrooms, and 2 AV intensive "smart" classrooms. There is a health sciences suite for COTC, 17 faculty offices, and several student gathering and study spaces. As of now, the foundations, stair towers, and elevator shafts are all 100% complete. Structural steel is 99% complete. The metal decking, steel roof joists and under-slab utilities are 100% complete. The second floor is being worked on this week. Brian invited board members to monitor construction progress on the live stream webcam:

<https://newark.osu.edu/live-camera.html>. There are also weekly drone flights that provide 3D images, which can be viewed at: <http://bit.ly/2V0O83r>.

Brian stated that OSU has established an Executive Strategic Group (ESG) to periodically review and decide whether to continue or pause capital projects. As of this date, the Alford Center is not paused. David Brillhart added that Amy Burgess at the Office of Administration and Planning has reiterated the points that have been made in several places regarding the amount of local private dollars and the amount of reserves from COTC committed, so no issues are expected.

- ***Mitch Lerner appointed Director of East Asian Center.*** Bill announced that Mitch Lerner, one of Ohio State Newark's historians, will still be at the campus but half of his appointment will now be as director of the East Asian Center within the Office of International Affairs at Ohio State. He is a diplomatic historian and an expert on Korea.
- ***Nominating Committee Report.*** Bill reported that he met with the nominating committee comprised of Todd Ware, Matt Miller and Talya Greathouse to consider nominees for the vacant board seat. The committee recommends Jeff Cox, and under *New Business* the board will have an opportunity to deliberate over the nomination. Jeff is a graduate of Ohio State, where he received his Bachelor's Degree. He received his Master's Degree from Wright State. He is a financial advisor for Edward Jones and is on the finance and investment committee for the Licking County Foundation. Another item to deliberate under *New Business* is the reappointment of Talya Greathouse and Matt Miller, each of whom are willing to remain on the Ohio State Newark Advisory Board for another 3-year term.
- ***COVID-19.*** Bill reported that the university is going through the process of figuring out how to resume activities on and off campus and how to continue operations through the end of the year. President Drake has created the Post-Pandemic Operations Task Force to study all of the issues including how to change the sizes of classrooms to promote social distancing and what adjustments should be made to the calendar, both for Fall and Spring semesters. They are also evaluating how to reopen research labs. That task force will make recommendations to the president and provost, and they will then make decisions. An announcement is expected in mid-June.

On the campus level, a committee is working on a technology proposal for the OCIO so that when a phased reopening is announced, people will be able to come back and use that equipment and get familiar with it. If a “high-flex” model is followed, classes will be delivered to students who are there in person and also to students who are remote. Others may create videos for completely virtual courses in the fall. Bill told faculty to be prepared for anything, which is a big ask. Preparations are also being planned for budget cuts. A few options under consideration are to have some of the campus administration teach more classes and centralizing coordination in the office of the Associate Dean for Academic Affairs. Although this is not the ideal teaching situation, faculty have embraced the situation and are making the best of it. STEM courses are the most challenging right now.

One possibility going forward is that there may be a need to have lectures online and labs in person, which would mean having to increase sections at the same time that enrollment is declining. Paying for that will be challenging. There is also the possibility that when students return to campus, the residence halls will have to be reconfigured to enable one student per room. There is still demand and a waiting list for housing on Newark campus. The lottery ran and students notified with the caveat that things could change.

9. Other Business

Board members deliberated and unanimously voted to recommend to the provost the appointment of Jeff Cox to the Newark Advisory Board. The board also unanimously voted to reappoint Talya Greathouse and Matt Miller each for additional 3-year terms.

10. Next Board meeting – September 17, 2020– 9:00 a.m. – 10:30 a.m.

- ***2020-2021 Academic Year Advisory Board Meeting Dates (9:00 a.m.)***
 - September 17, 2020
 - November 19, 2020
 - January 21, 2021
 - March 18, 2021
 - May 20, 2021
 - June 17, 2021

11. Adjournment

There being no further business, the meeting adjourned at 10:31 a.m.

Respectfully submitted by

Nichole Lenglé

Executive Assistant to the Dean and Director

The Ohio State University at Newark