

Ohio Board of Regents Meeting Minutes
The Ohio State University
Ohio Union, 1739 North High Street
Third Floor, Cartoon Room 2
Columbus, Ohio 43210
January 14, 2016

I. Call to Order

Chair Vinod K. Gupta called the January 14, 2016, Ohio Board of Regents (BOR) Meeting to order and welcomed the Regents and Ohio Department of Higher Education (ODHE) staff to The Ohio State University (OSU). On behalf of the Chancellor and his colleagues, Chair Gupta thanked Dr. Michael V. Drake, President of OSU, the trustees, and his staff for hosting the BOR and ODHE staff. He said that during his tenure on the BOR OSU has been very gracious especially in the area of Technology Entrepreneurship and Commercialization (TEC) commercialization. He asked Dr. Drake to come forward to provide opening remarks.

II. Opening Remarks

Dr. Drake began his remarks by welcoming the BOR and ODHE staff to the OSU campus. He said that he sees Chancellor Carey quite often around the state and he appreciates the work of the ODHE and the BOR in the area of higher education in the State of Ohio. He said in his previous positions he worked with BOR members for about fifteen years and he now has a great deal of time to think about how policy makes a difference; what a higher education system means to the state; and how the state government and the university leadership work together in parallel to try to get outcomes to benefit faculty, students, staff, and the community.

Dr. Drake said one of the things he thinks about is the challenge of affordability of higher education for students. He said that college affordability is a great challenge for American families and he shared his personal experience educating his own sons. He said even as they look at the high value and affordability of public higher education this is still an overwhelming expense for the average family in the United States and they see this as a very important issue to address. He said he also thinks the value of higher education is important and he said their goal is to make it affordable with high value.

Dr. Drake continued and said that he speaks about Affordability; Access and Excellence as three pillars of the public higher education system. He said when he speaks of high value and excellence that there are things that model this such as having excellent faculty and attracting the best students. He said the access to higher education has an effect on a person's life and this effect lasts for generations.

Dr. Drake said that they are pleased with the way things are going at OSU. He said the six-year graduation rate is up to 83%; which is among the highest in the country, particularly with large public research institutions. He said they were noted in December 2015 as being one of the top five universities in the country in growth in graduation rates in narrowing the gap between the graduation rate of higher income non-minority students and lower-income minority students.

Dr. Drake said that they made a pledge last year to reduce their costs by removing \$200M from their cost structure and adding \$200M to new revenue over the next five years. He said they have already begun that through a series of cost-reducing measures that were put in place last spring, whereby they have achieved \$29M of the \$40M in annual cost savings that they forecasted. He said these savings were immediately reinvested in their students. He said that they increased their need-based aid pool by \$15M and they were able to give Affordability Grants to 12K low and moderate income Ohio students this past summer. He said this funding will increase this summer as they will add several million more to this pool. He said they were also able to work with the legislature to get one of the largest increases of State Share of Instruction funding in the last ten years. He said there is room for them to do more as it relates to revenue generation, cost savings, and supporting their students and they plan to do that; but he said there is room for the state to do more as well

Dr. Drake finalized his remarks by saying that the OSU is a Teir1 flagship university and there care about this a great deal. He said they compete with institutions across the country for the best students and they compete with the entire world for the best ideas; they are either able to compete at the top level or not. He made comments about the

importance of National Collegiate Athletic Association sports at OSU and the investment the university has made to these sports. He said if they made the decision to 'under invest' in any area they would not be competing at the top level; this is no different in any of their businesses and it is no different in higher education. He said their job is to control costs, invest smartly, prioritize appropriately, and produce results. He said ODHE/BOR's job is to help them do this and he would love to have partners in these efforts. He thanked the Chancellor, BOR, and ODHE staff for visiting the OSU campus and for what they do for higher education.

Vice Chair Humphries asked about the direction of OSU as it relates to the area of research. Dr. Drake responded that there are approximately 150 Tier 1 research universities in the country and OSU is one of them. He said the main product of those is knowledge which comes in two areas – straightforward knowledge that is transmitted from an older generation to a younger generation through teaching and the other is the creating of new knowledge through research. He said OSU through a Land Grant was founded on the principle that they would create new knowledge and new answers to questions that were perplexing the community. He said they do research for the world to get the best ideas out there.

Chair Gupta asked what he liked about OSU and where did he see there are areas that could be improved. Dr. Drake replied what drew him to and what he liked about OSU was the comprehensive nature of the university. He said it is a place where there are limitless possibilities and it is a great place for possibilities for doing things that make a difference. He said the quality of people that he has met since he has been here is another factor. He said the OSU board of trustees is a devoted group of individuals; the Faculty Student Selection Committee are earnest and focused; and 'Buckeye Nation' has a level of connectivity and engagement across the nation that is unmatched. He said where he believes there is a gap; Ohio ranks below most states in per capita funding for students in higher education. He said the Ohio College Opportunity Grant (OCOG) is also below average therefore students carry more debt when they graduate from an institution.

Chair Gupta asked about OSU's globalization efforts and wanted to know how they could assist other institutions to join in some of the globalization activities. Dr. Drake again mentioned the comprehensive nature of the university. He said that they live in a global world and each day they are dealing with evidence of that. He said they are doing a few things that are important and as they encourage excellence and diversity in their students. He said they admitted not only the most academically talented class in their history this past fall but also the most diverse class in their history. He said their ability to work together is a soft skill that will enable them to work more broadly in the world. He said they have gateway hubs in China, India and Brazil that cultivate global relationships as well.

III. Roll Call

Chair Gupta asked that the roll call be read by Secretary Virginia M. Lindseth. Secretary Lindseth stated, "the record reflects that notice of this meeting was given in accordance with provisions of the Ohio Board of Regents' Ohio Administrative Code §3333-1-14, which rule itself was adopted in accordance with Section 121.22(F) of the Ohio Revised Code and of the State Administrative Procedure Act." Secretary Lindseth called the roll. Those present were:

Vinod K. Gupta
Thomas M. Humphries
Kurt A. Kaufman

Elizabeth P. Kessler
Virginia M. Lindseth

Secretary Lindseth declared there was a quorum present.

IV. Approval of Minutes

Chair Gupta asked if there were any additions or corrections to the draft November 5, 2015, BOR minutes. There being none, Regent Kessler made a motion to approve the November 5, 2015, minutes as drafted and the motion was seconded by Vice Chair Humphries. All voting members of the board voted in favor of the motion approving the minutes as submitted from November 5, 2015.

V. Institution Presentation – The Ohio State University (OSU)

Chair Gupta introduced Dolan Evanovich, Vice President for Strategic Enrollment Planning of OSU. Mr. Evanovich presented a PowerPoint presentation which can be found as Attachment #1. He began his portion of the presentation by saying that he has the pleasure of working with ten different offices such as First Year Experience; Financial Aid; and New Student Orientation. He said their office has put together an Enrollment Plan that includes the goals of Access; Affordability and Excellence. He said they have also made investments in affordability, access and inclusive excellence whereby they have diversity initiatives in recruitment that they have invested in. He said they are also investing in student success in the areas of retention and graduation. He said they are making sure that the students that they enroll have a great experience and graduate in four years.

Mr. Evanovich said that OSU is one of the few universities that have five major designations: Land Grant; Flagship; Urban University; High Intensity Research University; and a Carnegie Engaged University. He said as they thought about enrollment planning they wanted to ensure that they were focusing on all five of those major designations. He said as part of the enrollment planning process they met with all of the Deans, Colleges and Regional Campuses to make sure their goals and objectives were included in the plan. He said they also spent six months meeting with faculty, senior leadership, and others and the board of trustees approved the enrollment plan this past June.

Mr. Evanovich continued and said the primary drivers of the plan are: Access; Affordability; and Excellence. He said these tie directly into Dr. Drake's vision of 2020 for OSU. He explained that they think of Access broadly (i.e. dual enrollment while in high school, traditional enrollment at the Columbus or a regional campus, etc.) in terms of as many pathways that there are to come to OSU. He outlined the Access objectives and they were: Increase the number of online general education courses; Increase the enrollment of online Master's degree students; Modestly increase the number of traditional Master's and Ph.D. degree enrollments; Increase the percentage of first-generation students on all campuses; Increase the percentage of Pell Grant recipients on all campuses; Maintain the number of post-baccalaureate professional students; Maintain the number of Columbus campus freshmen; Maintain the number of regional campus freshmen steady; and Maintain the number of new community college and other university transfer students.

Relating to Affordability, Mr. Evanovich said the big emphasis for OSU was to add grant aid to low and middle income students. He said that the Affordability objectives are the following: Hold down future increases in tuition, fees and related cost of attendance (they have frozen tuition four years in a row); Use the increases in need-based scholarship money to help low and middle income students; Continue to reduce time to degree over the coming five years; Market the regional and community college pathways that best accommodate students' access to OSU; and Continue to provide one tuition rate to in-state and out-of-state students for distance education degree programs.

Mr. Evanovich said that Inclusive Excellence is something that is a strategic pillar of their enrollment plan. He said that they believe that all students benefit from an environment that celebrates all individuals and embraces the rich diversity of race, class, culture, orientation and identity. He said the objectives of Inclusive Excellence are the following: Increase the enrollment of underrepresented populations to achieve a critical mass in support of the educational diversity mission; Take full account in the admissions process of students who bring special talents and unique contributions; Work to diversify international enrollments by country of origin; Allow out of state freshman enrollments to rise modestly and determine the strategic distribution of domestic non-resident and international students; Increase the persistence rates of regional campus freshmen and the persistence and graduation rates of campus change students; on the Columbus campus hold traditional measures of academic excellence; On the Columbus campus enhance first-year retention rate to 95%; and Improve the four-year graduation rate to more than 60% and the six-year graduation rate to more than 85%.

Mr. Evanovich continued by saying that they wanted to ensure that the Enrollment Plan was fiscally sound. He said that they wanted to ensure that they could hire the right faculty and fund financial aid to assist students with success. He said some of the founding objectives to a Sound fiscal foundation were the following: Hold traditional enrollment steady at approximately 64K students at all levels on all campuses; Expand distance education enrollments to approximately 3K; Modestly increase traditional graduate enrollments (Master's and Ph.D.); and Modestly increase percentage of out of state students at the Columbus campus.

Mr. Evanovich outlined the Enrollment Plan's progress over the last five years as outlined in the presentation. He said that they are at approximately 65K enrollment. He said that the primary growth has been at the Columbus campus (from 56K to 58K) and their Regional campuses have seen a decline in enrollment. He outlined the statistics on undergraduate (number of transfers have increased), graduate, and professional (numbers have stayed 'flat' over the last five years). He outlined the ACT scores and said they increased by one point over the last five years. He said approximately 95% of their incoming freshman are in the top quarter of their graduating class. Relating to minority student enrollment, He said it increased from 10K to 11.8K in the last five years and international student increased from 5.5K to 6K. He shared the retention and four year graduation rates of the following: First-year retention (Columbus campus); First-year retention (Regional campuses); Minority students (Columbus campus); Out of State students (Columbus campus); and Low income/Pell Grant – (Columbus campus).

Mr. Evanovich closed with Dr. Drake's Affordability Grant. He said that last year they provided assistance to over 12K low and middle income students. He said that they plan to add an additional \$5M to this funding pool this year to help even more students with need-based grants. He said as they package the need-based grants with OCOG and Pell Grants OSU students will be better positioned.

Secretary Lindseth asked where the out of state students generally originate from and what the general focus of study is. Mr. Evanovich responded that out of state students generally are from the contiguous states and they have a secondary market of California, New York, and Texas. He said they have also increased their international students from China as well. He said the students are primarily studying Science, Technology, Engineering and Mathematics (STEM) programs. He mentioned the new programs of Data Analytics and Neuroscience as well.

Regent Kessler asked if their minority statistics included international students. Mr. Evanovich replied that the minority statistics did not include international students as the minority students are all Domestic students.

Chancellor Carey made comments about OSU's Land Grant Status and asked about them working with Central State University (CSU) in the area of enrollment since this institution has a Land Grant Status as well. Mr. Evanovich responded that Dr. Bruce McPherson, OSU's Interim Executive Vice President and Provost has a background in agriculture and working with this emphasis at CSU he believes will be a natural for him.

Chair Gupta asked about the 'three-plus-one' and 'two-plus-two' models as it related to their use for international students. Mr. Evanovich replied that they have not moved to the 'three-plus-one' and 'two-plus-two' partnership pathways with their international students; they see this predominately with domestic students. He said they believe that international students should be at OSU as long as possible.

Charles See, Assistant Deputy Chancellor for External Board Relations of ODHE asked about the factors and strategies as it related to narrowing the gap between non-minority and minority students. Mr. Evanovich responded first, they recruit and enroll great students. He said second, they have programs such as the following: First Year Experience, Morrill Scholarship Program; and the Young Scholars Program (YSP)

Secretary Lindseth asked for more information about the YSP. Sharon Davies, Vice Provost for Diversity and Inclusion and Chief Diversity Officer for OSU explained the dynamics of the YSP. She said that the YSP has personnel in eight metropolitan/urban centers. She said personnel in these centers create relationships and begin working with students from the eighth grade on to prepare them for entry to OSU with the goal to graduate in four years. She said these students are typically low-income, first-generation, African-American and Hispanic students.

Chair Gupta asked for examples of the types of programs or best practices that OSU is doing that could be replicated across the state. Mr. Evanovich replied that they play a leadership role in statewide admission and registrar organizations. He said their staff members are national experts and share best practices.

Chair Gupta next introduced Dr. Ali Rezai, Director of the Neuroscience Program of OSU. Dr. Rezai presented a PowerPoint presentation which can be found as Attachment #2. He began his presentation by outlining Neuroscience emergence and trends. He said the emergence of Neuroscience is worldwide and Noble prize awards (2013 and 2014) have recently been given for Neuroscience discoveries. He said there has been a lot of activity done in the cardiovascular, cancer, and other areas and Neuroscience has been a big evolution of this because as they understand the nervous system function they can help more patients with neurological conditions.

Dr. Rezai shared information on the latest results from the National Institutes of Health (NIH) Major Fields of Study. He said that for Ph.D.'s Neuroscience is the most rapidly growing field of study as compared to others. He said at OSU there is a rapid increase in Neuroscience undergraduate programs and across the country Neuroscience is one of the most sought after majors across all universities.

Worldwide, Dr. Rezai said there has been more than \$10B in new funding in the Neuroscience area. He said the European Commission has put in \$1.2B towards a collaboration of the mapping of the human brain. He said neurological disorders affect more than a billion people worldwide at the cost of a trillion dollars. He said unfortunately everyone in this room knows someone who has Autism, traumatic brain injury, concussion, Alzheimer's disease, Stroke, Addictions, etc.

Dr. Rezai said these conditions have a very significant impact on the cost of society and as healthcare is becoming more challenging costs are increasing. He said nervous system disorders account for twelve of the twenty leading causes of disability. He said that stroke is the second leading cause of death worldwide; every 40 seconds someone has a stroke in the United States; and every four minutes someone dies of a stroke in the United States. He said 100M individuals suffer from neurological conditions. He said that every 60 seconds someone gets diagnosed with Dementia or Alzheimer's disease; 1 in 3 seniors will die with one of these disorders.

Dr. Rezai said they have created the OSU Neurological Institute and the vision is to transform the lives of individuals through innovative patient care and research and education. He said their goal is to become a collaborative hub and they have global, academic, public and industry partners. He provided an overview of the Institute and said it is rapidly growing. He said they work with many colleges across the campus.

Dr. Rezai continued and said that he is learning more about how diseases are manifested in the brain through advances in Neuroscience. He showed examples of neuromodulation (neurological pacemakers) of the brain for various disorders. He said that the State of Ohio is well-positioned to be a major player in this field. He said there are more than 1M individuals with these devices in their brains that help them with their medical disorders. He shared other areas that they are exploring the use of neuromodulation in trials and said they are very excited about the outcomes of the research they are conducting will change lives. He made comments about body analytics; body markers; and optimizing the functions of patients as well.

Dr. Rezai finished his remarks by saying that they are going to be a collaborative hub for OSU; across the state; and globally. He said they will position the State of Ohio as a major hub for the future of Neuroscience as applications for treating patients, diagnostics, and analytics.

Secretary Lindseth asked if these neuromodulation was broadly available to the population. Dr. Rezai replied yes; over 1M individuals have these brain implants He said 70% of individuals get the implants for chronic pain.

Regent Kessler asked about their collaboration efforts and how they work. Dr. Rezai replied that OSU collaborates with entities such as the Cleveland Clinic, Battelle and others on Neuroscience advancements and this allows them to further opportunities in this area. He said the opportunities that are available in the state are exciting.

Regent Kaufman asked what would be in his wish list. Dr. Rezai responded having more opportunities to further improve their analytical corps to get data analytical capabilities; to be able to recruit more individuals; and the opportunity to commercialize.

Vice Chair Humphries asked about the pipeline for attracting individuals into the Neuroscience field. Dr. Rezai responded that there are more than 1K undergraduates in the Neuroscience field at OSU; it is one of the hottest fields in the United States. He said the need to have formal programs to cultivate this young talent it is very important.

VI. Updates on Changing Campus Culture: Preventing and Responding to Sexual Violence

Chancellor Carey introduced Kerry L. Soller, Project Manager, Campus Safety & Sexual Violence Prevention at ODHE. He said that she recently joined the staff from Ohio Dominican University and lives in Central Ohio. He said that she was a native of Nebraska and is doing an outstanding job for the ODHE. Ms. Soller presented a PowerPoint presentation which can be found as Attachment #3. She started her update by saying that they know that a single act of sexual violence is one too many and the State of Ohio under Governor Kasich's leadership is seeking to strengthen

the state's ability to better respond to and ultimately prevent sexual violence on their college campuses. She said through the state budget the ODHE was charged with developing model best practices with a \$2M allocation to support this initiative.

Ms. Soller said to gain a better understanding of the diverse needs and challenges of colleges and universities in the state input was gathered from presidents and leaders across the state as well as from community experts and advocacy groups. She said they also distributed a survey and did research on trends and best practices. She said what they learned was not surprising and that a lot of the campuses are already doing good work to combat sexual violence. She said the initiative that ODHE are developing seeks to give institutions a firm foundation from which they can build and grow their program.

Ms. Soller shared sexual violence on college campus statistics and they were the following: 1 in 5 women will report being sexually assaulted during their time attending college; 6% of men will report being a victim of sexual assault or attempted sexual assault during their time attending college; 31% of college women in their first year on campus will experience some sort of sexual violence (many of these are experienced within the first weeks that they are on campus); 80% will suffer chronic mental and physical issues throughout their lifetime as a result of the trauma they experienced; and there is a documented lack of trust in the assistance that is set up in the time when students are at most need.

Ms. Soller said the plan that ODHE has developed goes to the heart of what needs to be accomplished and that is to change campus culture. She said it is the only way to make the lasting impact, reducing sexual violence, and ensuring that students know that they will be supported in their time of need. She said the plan provides five concrete strategies and recommendations that will assist institutions in developing best practices in their community that will have the greatest chance at ending this cycle. She said the objective for this initiative is that 100% of Ohio's campuses will implement 100% of the recommendations by the beginning of the 2016-17 academic year.

Ms. Soller said the five concrete strategies and recommendations of the plan are as follows: Use data to guide action; Empower staff, faculty, campus law enforcement and students to prevent and respond to sexual violence through evidence-based training; Communicate a culture of shared respect and responsibility; Develop a comprehensive response protocol; and Adopt a survivor-centered response. She explained the objectives and full scope of each one of these strategies and recommendations. She said that the last two recommendations are great opportunities to engage their community partners through rape crisis centers or domestic violence shelters. She said they should build relationships with area experts that are already working with populations in this area to accelerate a survivor-centered response.

Ms. Soller began to outline some of the initiatives that were part of the funding strategies and they were the following: Disseminate a common campus climate survey; Data analysis support of the campus climate surveys; Coordinate bulk training programs; Online resource portal; Hold a Campus Sexual Violence Prevention Summit; and Fund individual campus grants.

Ms. Soller said that they conducted their first webinar with the campus community in mid-December that was focused on implementing the first recommendation – using data to guide action. She said that they had great participation and received positive feedback. She said they will be conducting a second webinar on January 20th and 21st that will focus on engaging key stakeholders and the Changing Campus Culture Grants. She said on January 11th they released the Changing Campus Culture Grants and explained that campuses can apply for an individual grant and/or as a member of a consortium addressing the same issue. She said the grants are due February 22nd.

Ms. Soller finished by saying that they will be hosting a Sexual Violence Prevention and Response Summit on February 25th at Columbus State Community College. She said they will have both state and national presenters to lend their expertise to assist the campuses with the Changing Campus Culture initiative. She said two tracks will be offered: one for Title IX Coordinators and one geared towards a campus professional that will coordinate prevention efforts. They will also conduct regional workshops in early summer that will be held around the state related to the recommendations surrounding evidence-based trainings; comprehensive protocol review; and adopting survivor-centered strategies.

Assistant Deputy Chancellor See asked about the formation of the institution's baseline and wanted to know if the expectation is that this would be monitored. Ms. Soller responded that the Campus Climate Surveys (CCS) are internal numbers. They would like CCS data prominently displayed as a baseline in any of the campus initiatives that they are being put forth. Assistant Deputy Chancellor See followed up with another question and asked about how the campuses are integrating the legal aspects of due process and specific consent into these initiatives. Ms. Soller replied that the due process component has to be included in the campuses response protocol. She said they want to make sure that both the victim/survivor as well as respondent's rights are being honored.

Chair Gupta asked when looking at sexual violence if this initiative is also looking at safety in general as it relates to the State of Ohio's safety report card score that was recently released. Ms. Soller responded that bystander intervention training reinforces the fact that students need to think about things comprehensively. She said that the bystander intervention tactics apply to so much more than just sexual violence and address other aspects of campus safety.

Chancellor Carey asked about how the public and private institutions are engaged in this initiative. Ms. Soller replied that each campus has a designee to work with her to ensure that these initiatives are implemented. She said she has one-on-one conversations with this designee and many campuses have designated more than one person to take the lead on different initiatives.

Chair Gupta wanted to know if they have plans to have a vendor access the level of safety of each campus. Ms. Soller responded this is an area that will develop more as they reestablish the Director of Campus Safety and Security position at ODHE.

Secretary Lindseth asked if each campus was setting their own policies and if there were minimum standards. Ms. Soller responded that each campus was responsible for its own policies. She said the five concrete strategies and recommendations are the minimum standards that will build the foundation. She said in talking with the different experts around the nation they have said that they are excited about the initiative because the prevention and response is rooted in data and no other state is putting forth this effort.

VII. Chancellor's Report

John Carey, Chancellor of the ODHE asked Dr. Stephanie Davidson, Vice Chancellor of Academic Affairs, and John Magill, Assistant Deputy Chancellor, Economic Advancement, both of ODHE to come forward to provide remarks. He said that Dr. Davidson's remarks will add nicely to Mr. Evanovich's remarks on enrollment and attainment strategies.

A. Status of Agency's Education Attainment Goal Initiative and Competency Based Learning

Dr. Davidson provided a status of the agency's Education Attainment Goal Initiative and Competency Based Learning Project. Dr. Davidson presented a PowerPoint presentation which can be found as Attachment #4. She began her remarks by saying that Lumina has a goal that by 2025 60% of all Americans hold a high quality degree, certificate, or license. She said they generally use this in the State of Ohio but they have never taken the time to set Ohio specific goals. She said last spring the State of Ohio was invited to work with Lumina to set state specific goals that relate in some way to the 60% goal. She said In fact, more than half of the states have created a state plan that relates in some way to the 60% goal. She said they met with Lumina; prepared a state plan; and they were awarded a grant to work on this initiative.

Dr. Davidson said there are four Policy Priorities that they outlined in the plan and they are: Identify and analyze data needed to set statewide attainment goals; Establish statewide attainment goals that are disaggregated by student demographics (age, race, poverty, geography), level of attainment (certificate/other recognized credentials, associate, bachelors, graduate and professional), and Jobs Ohio region; Define metrics and processes for monitoring progress toward reaching statewide higher education attainment goals; and Create and implement a plan for communicating the goal and progress toward reaching the goal to stakeholders, including process for maintaining momentum and managing expectations over time.

Dr. Davidson said they will have a Working Group comprised of The Inter-University Council of Ohio; Ohio Association of Community Colleges; Philanthropy Ohio; OSU's Center for Higher Education Enterprise; OSU's Ohio Education Research Center; Government (ODHE, ODE, JobsOhio, Governor's office, Job and Family Services, Rehabilitation and Corrections, Veteran's Services representatives, General Assembly); and Business, Philanthropy and

Community Partners. She said that these are the individuals that will work with them to assist them with setting Ohio specific goals based on what they think the needs are of the state. She said they are currently in the data collection stage and this will show them where they are; where they need to be in five and ten years from now; and what those gaps are.

Dr. Davidson continued and outlined the timeline as follows: Fall, 2015 - identify and analyze relevant data; Winter, 2016 - engage working group to plan for statewide kick-off with stakeholders; Spring, 2016 - engage stakeholders to seek input/support; Late Spring, 2016 - working group retreat to set attainment goals by regions, populations, levels, etc.; Summer, 2016 - metrics and processes for monitoring progress are established; communications plan developed; and Fall, 2016 - communications plan implemented.

Dr. Davidson shared the State of Ohio's current status from a 2013 Lumina report from the American Community Survey. She gave statistics on the following categories: Less than ninth grade; Ninth to 12th grade, No diploma; High school graduate (including equivalency); Some college, no degree; Associate Degree; Bachelor's Degree; and Graduate or professional degree.

She said the 'Some college, no degree' category is problematic because it includes everyone who has a post-secondary vocational or technical certificate that has a great deal of value in the work place as well as those who took a semester of post-secondary education and never finished. She said the Georgetown Center for Education and the Workforce has done some work in this area to break this data down across the states and their estimate in the State of Ohio is approximately 11% have a workforce credential other than a degree. She said the data shows that 38% of adults in Ohio between the ages 25-64 have a post-secondary degree.

Dr. Davidson outlined shared data on certificate and degree completion at Ohio Public Higher Education Institutions. She said in there was no requirement for institutions to consistently report neither their post-secondary certificates nor a definition for what was considered a technical certificate vs. a general certificate and this was problematic. She said a lot of work has being at ODHE in this area to clearly define what is meant by a technical certificate and also streamline reporting requirements. She shared the following statistics: Ohio's degree attainment has gradually increased 2.6% from 2008 – 2013; Degree attainment rates among Ohio residents (ages 25-64) by population; Percentage of Ohio residents (ages 25-64) with at least an Associate Degree by county; Regional Differences in Attainment of Bachelor's and Associate's Degrees, and U.S. and Ohio projections for the next ten years in various categories.

Dr Davidson finished by saying that moving forward they will: Continuing analyzing data for current Ohio Attainment (Disaggregated - by JobsOhio region; by credential level; and by demographics); and Continue to work with Governor's Office of Workforce Transformation and JobsOhio to estimate projected attainment needs for Ohio's workforce. She said they will be bringing all of this information back to the Working Group and they will be assisting them with setting the goals.

Chair Gupta asked about the Ohio Degree attainment by population, specifically the Asian percentage of over 68% and wanted to know if they had to know if there were any plans to look at why these percentages were so high. Dr Davidson replied that it is not part of this strategy but the next step will be to come up with plans on how they can address these gaps. As it relates to Asian Degree attainment, Vice Chair Humphries said that this is not necessarily a North American outcome it is a global outcome as this is consistent in Asia.

Chair Gupta followed up with comments about the high percentage of international students in graduate school. He said that that students in the United States walk away from this great opportunity. Dr. Davidson said that they have noticed it for years but they do not have a good understanding of it. Regent Kaufman said that this may be an area that they need to do more research in.

B. RAPIDS Update

Mr. Magill began the ODHE Regionally Aligned Priorities in Delivering Skills (RAPIDS) program update by thanking the BOR for the opportunity to share with them the success of the program. He said as they read in the advance materials ODHE made its first awards on November 9th to projects in Southeastern and Central Ohio. Before he reviewed the two funded projects as well as provided the update on the program he provided background on the goal and objectives of the RAPIDS initiative. He said that this ties in to a number of the initiatives that Dr. Davidson made

in her remarks and answers the question about how they are trying to engage across the spectrum and provide support for materials to engage with students who want to start a career in an Ohio Technical Center, Community College, or University. He said the equipment can be deployed across the spectrum in many cases including into graduate programs.

The RAPIDS program goals are to support regional collaborations among institutions and then make new equipment investments to further education and training for in-demand occupations that have strong business support. He said it is important to note that they are trying to do two things: regional collaboration; and then make the investment. He said they are building a great deal of trust at the local level.

Mr. Magill said the RAPIDS program was based on data that demonstrated in many cases institutions and regions most in need of funding were not able to prepare strong competitive applications if all they went by was a numeric point scoring system. He said what they looked at was providing funding across the state on a regional basis to eliminate the competitive nature of the grant cycles. He said each Region is now competing in now is compliance application cycles to achieve a threshold to receive funding but not against the other regions.

Mr. Magill said the JobsOhio Regions were the building blocks of the program with initial regional allocations of \$1M per Region. He said that Appalachia was divided into two areas - North and South. This is because Southern Ohio is a variety of industries and Northern Ohio is oil, energy and shale. He said after additional analysis over the course of 2015 Northeast Ohio received \$2.1M for advanced manufacturing separated in three Regions for eighteen counties. He said they also made an allocation of \$300K for telemedicine which is a pilot program to train students and incumbent workers on the changes in the medical field.

Mr. Magill continued and said their second goal was collaboration. He said this turned out to be the most important because without trust regions could not have a complete and strong proposal. He said to their surprise the first region to submit a proposal and receive funding was perhaps the least expected, Southeastern Ohio – Portsmouth region - this region did not have a collaborative history; had not reached out to businesses before; and had no pre-existing group to easily convene the institutions. He said through internal leadership at the three institutions and during a six month planning process the leads drew in Ohio Technical Centers and a Community College to ensure representation by all institutions.

Mr. Magill said this has lead them to Ohio Technical Centers, Community Colleges and Universities all compete immediately and meet the objectives of regional efficiency in maintaining education affordability. He said if they work together funding can be allocated to key projects using grant funds. He said this funding will enable equipment purchase and student training and result in career opportunities and debt reduction. He summarized the first round of RAPIDS rewards by region and what projects they will be working on and said that the funds were released by Controlling Board on November 9th. He said these schools will procure the equipment based on the quotes that were provided.

Mr. Magill continued and said that the Central Ohio Region was the second that was approved and it focused on advanced manufacturing. He said this collaboration included Honda as business partners and they are going to develop and manage the purchase of a mobile training lab in the region. He said another proposal out of Columbus has the partnership purchasing 3D printers to enable students to be better at the additive manufacturing component.

Mr. Magill finished by saying that this has been a successful program and that the demand was higher than they anticipated. He said because they pushed for collaboration they were able to refine the request to ODHE for things that were doable today and tomorrow and this is a huge compliment to the institutions and the business partners.

Chair Gupta commended him on the collaborative and commercialization aspects of this initiative. He said that these were both components of the previous Condition Reports and that makes him very proud to see these efforts. He followed up his comments and asked if the ODHE was working with the Southwestern Ohio Council for Higher Education (SOCHE) or Northeast Ohio Council on Higher Education (NOCHE) on these efforts. Mr. Magill replied that SOCHE and NOCHE both have assisted with the Ohio Means Internships and Co-ops Program as it relates to economic development.

VIII. Resolution Supporting the Recommendations of the Governor's Taskforce on Affordability and Efficiency

A. Purpose

Chair Gupta began to provide background on the Governor's Taskforce on Affordability and Efficiency. He said that the information that was provided last month by Geoff Chatas, Chair of the Governor's Task Force on Affordability and Efficiency in Higher Education, was very informative and the board believed in the report that was issued by the taskforce. He said as discussed last month the BOR would pass a resolution that would be sent to each public institution's board of trustees to suggest adoption of the recommendations of the task force.

B. Resolution Vote

Chair Gupta said that he would like to call for a motion on the resolution Supporting the Recommendations of the Governor's Taskforce on Affordability and Efficiency. He said that each of the members had a copy of the resolution in their folders which read: Whereas, on February 10, 2015, Governor John Kasich signed Executive Order 2015-01K, which established the Ohio Task Force on Affordability and Efficiency (Task Force); and

Whereas, the Task Force was charged with reviewing and recommending ways in which state-sponsored institutions of higher education can be more efficient, offering an education of equal or higher quality while simultaneously decreasing costs; and

Whereas, in conducting its efficiency review, the Task Force examined administrative staffing levels; procurement practices; space utilization; opportunities for shared services; low-enrollment and low-performing programs; asset utilization; revenue-generating opportunities; technology utilization; textbook affordability; standard course requirements for degree completion; and best operational practices for co-located campuses; and

Whereas, the Task Force conducted a comprehensive stakeholder input process to inform its recommendations, which included expert testimony, regional meetings across the state and the convening of advisory committee meetings consisting of faculty and staff from two-year and four-year institutions of higher education; and

Whereas, the recommendations developed by the Task Force outline systemic approaches and practical initial steps that institutions of higher education can use to analyze and identify opportunities to achieve greater affordability and efficiency, and further outline the roles and responsibilities for institution leadership, boards of trustees and the state of Ohio for implementing, monitoring and expanding upon the recommendations; and

Whereas, the Ohio board of regents supports the recommendations contained in the report and believes that the recommendations identify achievable and sustainable pathways for Ohio's state-sponsored institutions of higher education to become more efficient and affordable; and

Whereas, it will take the intentional and conscientious commitment of state and institutional leaders to ensure that these recommendations are implemented and that the resulting practices become the standard operational procedures for Ohio's institutions;

Now therefore: Be it resolved that the Ohio board of regents strongly encourages boards of trustees to work with their institutions of higher education to analyze the recommendations contained in the Task Force report; identify measurable efficiency and affordability targets and goals, and develop time-specific implementation plans to achieve identified goals; and

Be it further resolved that the chancellor, consistent with the report's recommendations, shall assist institutions of higher education in their efforts to achieve greater affordability and efficiency.

Chair Humphries called for a motion on the resolution Supporting the Recommendations of the Governor's Taskforce on Affordability and Efficiency. This motion was seconded by Secretary Lindseth. All voting members of the board voted in favor of the motion approving this resolution.

IX. I-CORPS@Ohio Update

Vice Chair Humphries introduced S. Michael Camp, Ph.D., Founder and Executive Director, TEC Institute at OSU. Dr. Camp presented a PowerPoint presentation which can be found as Attachment #5. He began his remarks by saying that they have had a vision for reaching the research scientists for many years and having the support of the ODHE is tremendous.

Dr. Camp said that the I-CORPS@Ohio birthed out of a program that is happening nationally. He said I-CORPS is a program that the National Science Foundation (NSF) designed to accelerate the Small Business Innovation Research (SBIR) award winners – they fund hundreds of early-stage companies that spin out of universities. He said the NSF struggled for years to see any real commercial value and the conclusion after a decade was the PI that receive these grants did not have enough training as it related to starting companies. Therefore the I-CORPS program was born and NSF hired senior entrepreneurship scholars to build a curriculum that would be deployable across the nation to train SBIRs. He said their first cohort was in 2011 and was widely successful, however they realized they needed to expand it beyond the SBIR awardees. He said they have trained over 700 teams since early 2012 and 54% are successful with creating start-ups.

Dr. Camp said the program is designed for training research faculty and students in technology entrepreneurship and commercialization at a very high level. He said it is a very specific protocol for how they do this. He said these protocols are based on the advanced principles of lean startup, customer discovery, and business model innovation. He said this is a unique and new, action-oriented, evidence-based perspective about how you look at entrepreneurship opportunity. He said the impact goal for the NSF program is around moving university technologies to market and creating new high-tech, high-wage jobs. He said their focus for the direct purpose of training the PIs to think more like entrepreneurs about their research. He said the I-CORPS@Ohio is slightly different and he will discuss that.

Dr. Camp shared high tech and ICT high-tech data about why they are focused on technology and said that all net new job creation is formed by high-tech oriented start-ups that are less than five years old in the economy. He said when they talk about the entrepreneurial support programs with the intent to drive job creation through the formation of new high-tech start-ups that compete and attract capital the focus needs to be on high technology.

Vice Chair Humphries asked if high-tech growth was based on new opportunities vs. mature market opportunities. Dr. Camp replied that this is one component; new-growth new-market where the innovation represents a new product concept in a new market but they see a great deal of innovation in the technology area that is in established stable markets.

Dr. Camp continued with the reasons for 'technology' and said the following: The pay wages are about 30% higher than average; They generate about 35% more revenue per employee; They create more secondary jobs than average private sector firm; and They create spillover effects for regional economic stability. He said there were approximately 130K high-tech sectors jobs created in 2014 for a total of 6.5M; the fourth year of growth. He said the second component is why 'venture capital financed' and the reasoned why are: They are 150 times more likely than average startups to create jobs; They grow ten times faster than non-venture-backed companies; and They account for 10% of sales and private employment but are well less than 1% of companies. He said that venture capital funding has increase 25% in the past year.

Dr. Camp said the third component is 'why universities'. He said they agree that high-tech is relevant and they need to look at those that present great growth opportunities that attract capital. He said they should look at universities for the following reasons: More than \$65B in annual R&D funding; Universities control ¼ of all nanotech and biotech patents in the world; Average tech transfer office earns less than \$600K before salaries and patent filing fees; 95% of all patented technologies never get commercialized; and 20% of universities account for 80% of cumulative licensing revenue.

Dr. Camp quoted Tom Northup and said 'all organizations are perfectly designed to get the results they are now getting. If we want different results, we must change the way we do things.' He said this is the exciting thing about the I-CORPS@Ohio program partnering with NSF – it is different. He said I-CORPS is different in the following way: Focused on training research scientists; Evidence-based process relies on lean startup protocols; 7-week immersion experience designed to "fail fast"; Uses "customer discovery" not "market research"; Engages with experienced

executives from industry; The hurdle is high-growth, high-potential startups; and Search for a scalable and investible business model.

Dr. Camp said that I-Corps@Ohio is an initiative of ODHE to accelerate the commercialization of Ohio's university-based technologies. He said that Assistant Deputy Chancellor See and Mr. Magill work closely with OSU on the original founding group as well as the Governance committee. He said the idea was initially conceived by a consortium of Ohio colleges and universities who filed for a NSF grant for a regional node that was not awarded. He said the program oversight is provided by the Governance Board and has administration that is provided by the TEC Institute at OSU.

Chair Gupta asked about the Governance Board. Dr. Camp replied that initially it was formed as a working group to launch the program and now it has shifted to have more policy focus to engage the NSF and other partners. He said there is a mix of representation from the institutions, such as innovation, technology and program directors. Assistant Deputy Chancellor See added that they have a memorandum of understanding with MOU to manage the program and they have bi-weekly meetings to discuss the progress of the program.

Dr. Camp continued with the overview and said that I-Corps@Ohio program focus is the following: Startup formation and net new job creation in Ohio; Training researchers in the entrepreneurial process, skills and mindset; and Identifying technologies with commercial potential. He said the program is structured in the following way: Recruit and train 20 teams per year for three years; Establish strong program connections with Ohio's Colleges and Universities; Establish strong connections with the existing regional entrepreneurial ecosystem; and Assist teams with transitioning into the venture community. He explained the first cohort: conducted in summer 2015; 38 applications from 11 different colleges and universities; 8 teams selected for participation; and the teams were comprised of Student Entrepreneurial Leads, Research Faculty (PIs) and Executive Mentors. He said in six weeks the eight teams conducted nearly 600 customer interviews across the state.

In closing, Dr. Camp shared an I-Corps@Ohio program overview video that he said was on the program's new website. He said part of the program's budget was to create a website for the new cohort applicants. He said the portal for the applicants launched on January 4th. He shared statistics about participation in the I-CORPS program and how that influenced commercialization. He said he could not be more excited to be working with I-Corps@Ohio program.

Assistant Deputy Chancellor See asked about the timeline for the next cohort. Dr. Camp replied that the request for proposal was released in early November and they anticipate two cohorts this summer. He said they plan to have two-seven week cohorts with a one-week break in between the sessions. He said they have to recruit 60 applications to fill these cohorts and he is confident they can do this.

Vice Chair Humphries asked if there was a common theme of where there might be a shortfall. Dr. Camp responded with being involved in the process for quite some time, there was a lot of commonality; the teams come in very unprepared for launch. He explained how they train them in Ohio for a successful launch to better prepare them.

Chair Gupta asked if Dr. Camp has provided an update to the Research Officer's Council. Assistant Deputy Chancellor See replied that he has provided this group with an update on this program. Chair Gupta followed up with another question and asked about the funding for the I-Corps@Ohio program. Assistant Deputy Chancellor See replied that the funding is \$800K annually for three years. Chair Gupta said the Chancellor should appoint an independent Governance Board for the I-Corps@Ohio program. This would enable the program to be properly managed and evaluated.

X. Ohio's Military Academic Credit Initiatives

Chair Gupta introduced Paula K. Compton, Ph.D., Associate Vice Chancellor, Articulation and Transfer of ODHE and Executive Director of Ohio Articulation and Transfer Network. Dr. Compton introduced Col. (ret.) Michael Carrell, USAF, Assistant Provost and Director of the Office of Military and Veterans Services of OSU and Jay Favuzzi the Manager of the Military and Veteran Services Department at Columbus State Community College. These individuals presented a PowerPoint presentation which can be found as Attachment #6. Dr. Compton began by saying that they were going to provide information on how the State of Ohio educates veterans, but more specifically, values veterans.

She said they would like their assistance with recruiting more veterans to come to the State of Ohio; within the next five years close to 1M veterans will be leaving the Armed Forces.

Dr. Compton discussed the history of Ohio's Military Academic Credit Initiatives that began in 2013 with a Prior Learning Assessment Working Group and the Governor's Executive Order 2013-05K being signed. She said that the Chancellor wanted to do more as it related to transitioning military certification to domestic certification. She said that the Chancellor worked with key stakeholders and drafted a set of *Valuing Ohio Veterans recommendations* that resulted in the introduction and passage of House Bill 488 (HB 488).

Col. Carrell began to discuss the Military Strategic Implementation Team (MSIT) that was formed after the passage of HB 488. He said that the MSIT is a broad representation of two-year and four-year institutions as well as specialty organizations. He shared a chart of the timeline of what the MSIT has accomplished so far. He said all the institutions have fulfilled all the requirements that had to be completed by December 31, 2014. He said they have developed an Ohio Values Veterans toolkit that has a great deal of valuable information such as a veteran's orientation, awarding credit, and training. He shared some of the policies that some of the institutions have in place to assist veterans in the area of the GI Bill related tuition and sudden deployment.

Mr. Favuzzi said part of HB 488 was awarding Military Transfer Credit. He said that he was a personal recipient of Military Transfer Credit so it is very important to grant this credit when it is earned and due. He shared the work of the MSIT of the Military Transfer Assurance Guides (MTAG) from December 2014. He said the MTAG was put together with the assistance of Marion Technical College. He explained different programs associated with the MTAG and said they are working with the faculty at the institutions to do an in depth analysis of the occupational specialty of the veterans and transferring it to a course. He said they have developed quite a few courses but this is a continuing endeavor.

Col. Carrell said last Fall MSIT hosted a Train the Trainer Program and Trained 100 faculty and staff (registrars advisors, single points of contact, etc.), to be trainers at their respective campuses. Mr. Favuzzi explained how they asked the Chief Academic Officer to send any reviewer of military records to the training opportunity so they are able to share this information on their campus and also regionally if necessary. Col. Carrell said in November they conducted a HB488 Single Point of Contact Meeting to deal with various issues and processes that may arise for veterans. He said that the *USA Today* issues an annual Veterans Day edition and this year the State of Ohio had a one page ad. He said this was distributed to over 1M individuals who are serving the Armed Services.

Mr. Favuzzi said in early 2016 they develop more MTAGs. They will do this by: Begin the identification of military course alignment with in-demand job fields in Ohio; Evaluation of the most common Ohio National Guard Training; and Build on institutional development work.

Dr. Compton finished remarks on this topic by saying that not only are they working hard in the State of Ohio but they are part of a Multi-State Collaborative on Military Credit through the Midwest Higher Education Compact (13 states are part of this collaborative). Through this collaborative they have been able to get \$900k from Lumina and \$200K from USA funds for initiatives in this area. She said that the States of Ohio and Indiana served on the Interagency Academic Credential for Service Members Task Force (White House Task Force) as this is a nationally important issue.

Vice Chair Humphries said that there were approximately 27K military members attending State of Ohio institutions that are taking advantage of the GI Bill and asked what percentage of those were veterans. Col. Carrell replied that the percentage of veterans in the State of Ohio is approximately 2%-4%. He said this is fairly common nationwide.

Vice Chair Humphries posed questions about MTAGS and asked what average amount of credits a veteran may be awarded. Mr. Favuzzi replied it varies but on average 6-9 credits per course. Col. Carrell added the USAF has an accredited community college and a joint services transcript so it is easy to transfer credits.

Chancellor Carey said he is very proud of the work they have done to date. He said whenever he has a question or calls on them for assistance they are always willing and able to assist him. Chair Gupta added that is enlightening to see the work they are doing for the veterans. He thanked them for their committed work.

XI. 9th Condition Report Discussion

The BOR members began to discuss the topic of the 9th Condition Report. Chair Gupta said at the last meeting they discussed the University of 2025 as the next Condition Report topic. He said since that time he had the opportunity to meet with the Chancellor and staff from the Governor's office and after discussions they requested that if an initiative from the Governor's Taskforce on Affordability and Efficiency, specifically Competency-Based Education (CBE), could be considered for the next Condition Report topic. With this, Chair Gupta asked the members to consider this request and opened up the floor for comments from the members.

Vice Chair Humphries said that when the topic of the University of 2025 was first mentioned he began to do some preliminary research and as a state they have done a great job of opening the access for individuals to get into the system. He said with this he is concerned with advanced degrees in the science areas as it relates to research and development and driving the economy. Chancellor Carey added that this component is part of Affordability and Efficiency because one of the barriers to advanced degrees is cost.

Assistant Deputy Chancellor See said that ODHE's Education Attainment Goal Initiative has an established workgroup and the advanced degree component fits squarely within the exploration around attainment in the other sectors.

Secretary Lindseth asked if Chair Gupta was no longer interested in the topic of University of 2025. Chair Gupta replied for this year he has tabled this idea. He said he wants to work with the administration and focus on finishing what was started in the area of affordability and efficiency.

Regent Kessler said with the passage of the resolution on the Affordability and Efficiency she wants to ensure that does not get lost and they continue to take action on this in the future. Chair Gupta replied that it will in some way be part of the Condition Report topic.

Secretary Lindseth asked what the problem was they were trying to solve with this year's Condition Report. Chancellor Carey responded that CBE changes higher education from seat time. He said part of the strategy of CBE would be for students to either get or finish their degrees. In explaining the concept of CBE Dr. Davidson said there is a great deal of misunderstanding on what is involved. She said there is a whole range of concepts and some of what is learned is still tied to a credit hour and at the other end of the continuum it revamps certain faculty areas of an institution. She said they currently have institutions using different models; some are saying they are conducting CBE when they are not. Lynn Trinko, Assistant Deputy Chancellor of Educational Technology added when looking at CBE it is taking into account what a student knows from a foundational point of view and allows the learner to move on to next level once the competencies are met. Dr. Davidson explained how CBE is demonstrated in various courses through skills and assessments. She said it allows students to take more ownership in their program.

Chair Gupta said he believed the members wanted the Condition Report topic to be Affordability and Efficiency, CBE, and Advanced Degrees. Dr. Davidson said that she believed that the Advanced Degrees discussion fit better with the ODHE's Education Attainment Goal discussion.

Chair Gupta said he is not calling for a vote on the Condition Report topic as the members are not fully clear on the complete narrative of Affordability and Efficiency, CBE, and Advanced Degrees. After discussion, the members were in consensus with this.

Assistant Deputy Chancellor See asked for a clarification from the Chair of what was expected at the next meeting on the Condition Report Discussion. Chair Gupta replied that the members would like an outline for discussion purposes on Affordability and Efficiency, CBE, and Advanced Degrees.

XII. New Business

A. Topic One – Congratulations Letter – Former Chairman of the Board- James M. Tuschman

Chair Gupta began the open discussion by saying that former Chairman of the BOR James M. Tuschman had been recently appointed as Chair of the Toledo-Lucas County Port Authority. He said that he wanted the members of the BOR to send a letter of congratulations to him for his continued commitment to public service. The members all agreed to this and the congratulatory letter was distributed and signed by all of the members present at the meeting.

B. Topic Two - Next Scheduled BOR meeting(s)

Chair Gupta began to discuss the next scheduled BOR meeting(s) and asked about member's availability. After discussion, the members agreed that their next meeting would be Wednesday, February 10th in downtown Columbus, Ohio. Assistant Deputy Chancellor Trinko invited the members to the Ohio Educational Technology Conference that is taking place February 9th through 11th at the Greater Columbus Convention Center. Chair Gupta went on to say that they will also have a meeting on Thursday, March 10th (with afternoon/evening before activities on Wednesday, March 9th) and this location is yet to be determined.

Chair Gupta asked the members if there were any topics they would like to bring forward; there being none there were no other new topics brought forward.

XIII. Adjournment

Chair Gupta asked if there were any further items to be brought before the Board. There being none, Vice Chair Humphries made a motion to adjourn the meeting and the motion was seconded by Regent Kessler. All voting members of the board voted in favor of this motion and Chair Gupta declared the meeting adjourned.

Ohio Board of Regents

Date

DRAFT