

**WRIGHT STATE UNIVERSITY  
BOARD OF TRUSTEES  
OFFICIAL PROCEEDINGS OF THE  
THREE HUNDRED AND THIRTY-FIRST MEETING**

**April 27 and 28, 2017**

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**WRIGHT STATE UNIVERSITY  
BOARD OF TRUSTEES  
OFFICIAL PROCEEDINGS OF THE  
THREE HUNDRED AND THIRTY-FIRST MEETING**

**April 27 and 28, 2017**

**I. CALL TO ORDER**

The meeting of the Wright State University Board of Trustees was called to order by Mr. Michael Bridges, chair, on Thursday, April 27, 2017, 4:05 p.m., in the Wright Brothers Room, Student Union. Dr. Robert J. Sweeney, secretary to the Board of Trustees, called the roll:

**Present**

Michael Bridges  
Douglas Fecher  
Anuj Goyal  
William Montgomery  
C.D. Moore  
Grace Ramos

**Absent**

Eloise P. Broner  
Sean Fitzpatrick

**II. CONFLICT OF INTEREST STATEMENT**

Mr. Bridges read the following statement:

It is of utmost importance to ensure that all university decisions are free from any real or perceived conflicts of interest.

Therefore, please be mindful of all obligations with which you have been charged as a Trustee of Wright State University, and take the steps you deem appropriate to perform your duties fairly and impartially.

**III. PROOF OF NOTICE OF MEETING**

Mr. Bridges reported that this meeting was called by written notification; a quorum was present.

**IV. DISPOSITION OF PREVIOUS MINUTES**

Mr. Bridges moved to approve the February 13, 2017, February 16 and 17, 2017, February 24, 2017, March 6, 2017, March 7, 2017, March 13, 2017, April 6, 2017, April 7, 2017 and April 11, 2017 minutes as submitted. Mr. Montgomery seconded, and the motion was unanimously approved by voice vote.

## **V. ANNOUNCEMENTS**

Mr. Bridges remarked about the Wright State community's tremendous outpouring of support for Ryan Custer, student and member of the Men's Basketball team, who was paralyzed in an accident three weeks ago. Mr. Custer is currently in a Chicago hospital participating in a clinical stem cell trial for spinal cord injuries.

The Promotion and Tenure Committee has approved tenure at the current rank of professor for Dr. Cheryl B. Schrader, Wright State's seventh president. Pending final Board approval, the tenure will become effective July 1, 2017.

General Moore updated the Board on the Compliance and Audit Committee's next steps to revise the Trustees' Bylaws. A sub-committee will be named to incorporate suggestions from the Trustee Bylaws review and produce a draft document for full Board review and approval.

The Board discussed recent legislative changes made to Ohio's Concealed Carry law. Under current provisions, no one outside of law enforcement is permitted to carry a weapon on campus. The Board received a student request for the Board to amend the current policy to allowed Concealed Carry Permit holders to carry firearms on campus. Student Government and the Faculty Senate have voiced their opinions against changes to the current policy. The Board decided to research policies at other Ohio institutions and schedule a campus-wide open forum in the fall to solicit feedback from faculty, staff and students on any proposed change in current policy before any further consideration.

## **VI. EXECUTIVE SESSION**

In accordance with amendments to the Ohio Open Meetings Law, the Board, after a majority of a quorum, determined to hold an Executive Session by offering the following resolution:

### **RESOLUTION 17-66**

RESOLVED that the Wright State University Board of Trustees agreed to hold an Executive Session on Thursday, April 27, 2017; and be it further

RESOLVED that pursuant to the Ohio Revised Code 121.22 (G), the following issues may be discussed in Executive Session:

- Pending or imminent court action
- Personnel matters

Mr. Bridges moved for approval. Dr. Goyal seconded, and the motion was unanimously approved by roll call vote.

**VII. RECESS**

**VIII. RECONVENE**

The Wright State University Board of Trustees reconvened on Friday, April 28, 2017, 8:35 a.m., in the Berry Room of the Nutter Center. Dr. Sweeney called the roll:

**Present**

Michael Bridges  
Douglas Fecher  
Anuj Goyal  
William Montgomery  
Grace Ramos  
Jordan Large

**Absent**

Eloise B. Broner  
Sean Fitzpatrick  
C.D. Moore  
Ryan Pignatiello

Mr. Bridges stated that the Wright State University Board of Trustees is a public body subject to the Ohio Open Meetings Act. It operates on a fixed agenda available to those attending the meeting. Persons wishing to address the Board in its public session should submit a written request to the Board of Trustees' office 72 hours in advance of the meeting in order to be placed on the agenda. However, all persons address the Board at the invitation of the Board and are subject to time limitations and other guidelines established to maintain the good order of the meeting.

**Conflict of Interest Statement**

Mr. Bridges stated that it is of utmost importance to ensure that all university decisions are free from any real or perceived conflicts of interest.

Therefore, please be mindful of all obligations with which you have been charged as a Trustee of Wright State University, and take the steps you deem appropriate to perform your duties fairly and impartially.

**IX. REPORT OF THE CHAIR**

**A. Trustees' Award for Faculty Excellence**

This year marks the seventeenth year of the Trustees' Award for Faculty

Excellence. The University Promotion and Tenure Committee reviewed all nominations and submitted its nominee(s) to the Provost for transmittal to the president and Board of Trustees. The award carries a stipend of \$3,500.

Dr. Mark Rich, Professor  
Neuroscience, Cell Biology and Physiology  
College of Science and Mathematics

### **RESOLUTION 17-67**

RESOLVED that the Trustees' Award for Faculty Excellence appointment, as submitted to this meeting be, and the same hereby is approved.

Mr. Bridges moved for approval. Mr. Fecher seconded, and the motion was unanimously approved by voice vote.

#### **B. Election of Board of Trustees' Officers for 2017-2018**

In accordance with the amendment to Article II, Section 2 of the Board of Trustees' Bylaws, election of officers will be held during the last meeting of the academic year.

##### **1. Chair**

Mr. Bridges nominated Mr. Fecher; Mr. Montgomery seconded, and Mr. Fecher was unanimously elected chair of the Board by voice vote.

##### **2. Vice Chair:**

Mr. Fecher nominated Dr. Goyal; Ms. Ramos seconded, and Dr. Goyal was unanimously elected vice chair of the Board by voice vote.

##### **3. Secretary of the Board:**

Mr. Fecher nominated Ms. Ramos; Dr. Goyal seconded, and Ms. Ramos was unanimously elected secretary of the Board by voice vote.

In accordance with Article III, Section 1, of the Bylaws, the newly elected chair will appoint the Standing Committees of the Board before the fall meeting.

**C. Recognition of Eloise P. Broner**

In appreciation and recognition of Eloise P. Broner's service to the Board of Trustees, the following resolution is offered:

**RESOLUTION 17-68**

WHEREAS, Eloise P. Broner was appointed to the Wright State University Board of Trustees in 2010 by Governor Ted Strickland and has faithfully served in that capacity for seven years; and

WHEREAS, Mrs. Broner provided exemplary leadership to the Board of Trustees as the Board Secretary from 2014-2017 and served on the Finance and Audit Committee, the Student Affairs Committee and as a Foundation Representative over the last seven years; and

WHEREAS, Mrs. Broner has served as the Chair for the Academic Affairs Committee from 2012-2017 and been instrumental in providing vision and support for Wright State's student's academic success over a number of years; and

WHEREAS, Mrs. Broner has provided leadership and serves as a role model for women as evidenced by her selection as one of Dayton's Top Ten Women and Dayton's Top Ten African American Women and was recently named one of the Top 15 Business Women in Ohio by the Ohio Diversity Council; and

WHEREAS, Mrs. Broner is the President and Chief Executive Officer of Good Samaritan Hospital and a fellow of the American College of Healthcare Executives; and

WHEREAS, Mrs. Broner has taken an active role in the community and provided leadership to a variety of organizations including the Phoenix Project and the Montgomery County Human Services Levy Council; and

WHEREAS, Mrs. Broner's vision and leadership have helped shape the future of Wright State and contributed to the educational foundation supporting the university's mission; be it therefore

RESOLVED, that the Wright State University Board of Trustees does hereby express its sincere appreciation and heartfelt commendation to Eloise P. Broner for her commitment, service, and leadership on behalf of the university.

Mr. Bridges moved for approval. Ms. Ramos seconded, and the motion was unanimously approved by voice vote.



**D. Recognition of Ryan A. Pignatiello**

In appreciation and recognition of Ryan A. Pignatiello's service to the Board of Trustees, the following resolution is offered:

**RESOLUTION 17-69**

WHEREAS, Ryan A. Pignatiello was appointed to the Wright State University Board of Trustees in July 2015 by Governor John R. Kasich, and has faithfully performed his duties as a student trustee and maintained excellent academic standards while pursuing a Bachelor of Arts in Crime and Justice Studies; and

WHEREAS, his commitment to the university and the surrounding community during his tenure on the Board of Trustees and throughout his academic career has distinguished Mr. Pignatiello as a dedicated public servant; and

WHEREAS, Mr. Pignatiello has been a student athlete and member of the Wright State University Men's Soccer team since August 2013 and has provided leadership as their goalie to support the team in achieving a first place ranking in the Horizon League for the 2017 season, and

WHEREAS, Mr. Pignatiello has provided leadership and support to the youth soccer community through officiating, training and coaching, and

WHEREAS, Mr. Pignatiello has represented Wright State student athletes through volunteering, recruiting clinics, and academic achievements; and

WHEREAS, Mr. Pignatiello will carry forward his social consciousness and acquired knowledge throughout his professional career; be it therefore

RESOLVED that the Wright State University Board of Trustees expresses its sincere appreciation to Ryan A. Pignatiello and extends its best wishes for his future success.

Mr. Bridges moved for approval. Dr. Goyal seconded, and the motion was unanimously approved by voice vote.

**E. Written Reports – Wright State University Board of Trustees  
April 7, 2017**

Advancement, Communications, Enrollment Management, and Marketing written reports as presented to this meeting be, and the same hereby are

accepted. The reports are contained in the appendix at the end of the minutes.

## **X. REPORT OF THE PROVOST**

### **A. University Updates**

### **B. Approval of April Graduates**

Spring commencement will be held on Saturday, April 29, 2017, 10:00 a.m. in Wright State's Nutter Center.

Section 1.03 of the Wright State University Code of Regulations provides that the Board of Trustees shall grant degrees to qualified graduates after due consideration of nominations by the faculty.

Since applications for degrees are accepted in advance, the recommendation was made that any changes in the list to correct errors and to add or delete names of persons who unexpectedly will or will not meet all requirements for graduation be permitted. A list of spring 2017 degrees follows, along with comparison figures for spring 2016.

### **SPRING 2017 COMMENCEMENT** **APRIL 2017 GRADUATING STUDENTS**

	<b><u>2016</u></b>	<b><u>2017</u></b>
<b><u>Business and Administration</u></b>		
Bachelor of Science in Business	193	226
<b><u>Education and Human Services</u></b>		
Bachelor of Science	97	91
Bachelor of Science in Education	85	98
<b><u>Engineering &amp; Computer Science</u></b>		
Bachelor of Arts in Computer Science	11	17
Bachelor of Science in Biomedical Engineering	47	55
Bachelor of Science in Computer Engineering	17	20
Bachelor of Science in Computer Science	36	35

Bachelor of Science in Electrical Engineering	34	41
Bachelor of Science in Engineering Physics	0	0
Bachelor of Science in Human Factors Engineering	0	0
Bachelor of Science in Industrial & Systems Engineering	21	16
Bachelor of Science in Mechanical Engineering	73	99
Bachelor of Science in Materials Science and Engineering	3	7

### **Liberal Arts**

Bachelor of Arts	284	291
Bachelor of Fine Arts	67	51
Bachelor of Music	16	9
Bachelor of Science	8	8

### **Nursing and Health**

Bachelor of Science in Nursing	49	67
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### **Science and Mathematics**

Bachelor of Arts	61	46
Bachelor of Science	162	153
Bachelor of Science in Medical Technology	0	0
Bachelor of Clinical Laboratory Science	10	3

### **School of Graduate Studies**

Doctor of Nursing Practice	2	3
Doctor of Philosophy	27	25
Educational Specialist	4	1
Doctor of Education	1	0
Master of Accountancy	13	11
Master of Arts	74	83
Master of Business Administration	50	55
Master of Clinical Psychology	4	0
Master of Education	124	142
Master of Engineering Innovation & Entrepreneurship	4	5
Master of Humanities	3	4

Master of Information Systems	1	0
Master of Music	8	13
Master of Public Administration	21	16
Master of Public Health	9	11
Master of Rehabilitation Counseling	4	1
Master of Science	227	231
Master of Science in Biomedical Engineering	20	9
Master of Science in Computer Engineering	17	18
Master of Science in Cyber Security	4	5
Master of Science in Electrical Engineering	68	83
Master of Science in Engineering	19	7
Master of Science in Industrial & Human Factors Engineering	13	31
Master of Science in Leadership Development	0	0
Master of Science in Mechanical Engineering	19	31
Master of Science in Materials Science and Engineering	2	1
Master of Science in Renewable and Clean Energy	4	5
Master of Science in Teaching	1	4
Master of Urban Administration	0	0

### **School of Medicine**

Doctor of Medicine	104	100
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### **School of Professional Psychology**

Doctor of Psychology	0	0
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### **Wright State University Lake Campus**

Associate Degrees	36	41
Bachelor of Technical & Applied Studies	9	13

Total	2,166	2,282
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## **RESOLUTION 17-70**

RESOLVED that the candidates for degrees for April 2017 be and hereby are confirmed and approved.

Mr. Bridges moved for approval. Mr. Fecher seconded, and the motion was unanimously approved by roll call vote.

**C. Distinguished Professor Awards**

According to Wright State University policy, approved by the Board of Trustees in September 1987, Dr. McCray, interim president, recommends the appointments of the following distinguished professors, effective July 1, 2017:

**ROBERT J. KEGGEREIS DISTINGUISHED PROFESSOR  
OF TEACHING  
(July 1, 2017 to June 30, 2020)**

Dr. Pola Gupta, Professor  
Department of Marketing  
Raj Soin College of Business

**BRAGE GOLDING DISTINGUISHED PROFESSOR OF RESEARCH  
(July 1, 2017 to June 30, 2020)**

Dr. Valerie Stoker, Professor  
Department of Religion, Philosophy and Classics  
College of Liberal Arts

**FREDERICK A. WHITE DISTINGUISHED PROFESSOR  
OF PROFESSIONAL SERVICE  
(July 1, 2017 to June 30, 2020)**

Dr. Jennifer Subban, Associate Professor  
Department of Urban Affairs and Geography  
College of Liberal Arts

**RESOLUTION 17-71**

RESOLVED that the distinguished professor appointments, as submitted to this meeting be, and the same hereby are approved.

Mr. Bridges moved for approval. Ms. Ramos seconded, and the motion was unanimously approved by roll call vote.

**D. Promotion Recommendations**

The individuals recommended for promotion and tenure have gone through a thorough and effective process, beginning with the department level, the college, the dean, approved by the Provost and the President before being presented to the Board. Faculty with professorial rank have also been reviewed by the University Promotion and Tenure Committee.

Except as noted, the following will be effective August 1, 2017. The promotions marked with an \* will be effective July 1, 2017.

### **Promotion to Professor**

#### **BOONSHOFT SCHOOL OF MEDICINE**

Sangetta Agrawal	Medicine*
Bradley Jacobs	Neurology*
Hari Polenakovik	Medicine*

#### **COLLEGE OF LIBERAL ARTS**

R. William Ayres	Political Science*
Enamul Choudhury	Urban Affairs and Geography
(Thomas) Greg Hellems	Theatre, Dance and Motion Pictures
Karen Lahm	Sociology and Anthropology
Sally Lamping	English
Carol Mejia-LaPerle	English
Opolot Okia	History
Annette Oxindine	English
La Fleur Small	Sociology and Anthropology
Valerie Stoker	Religion, Philosophy and Classics
Jonathan Winkler	History*
Kelli Zaytoun	English

#### **COLLEGE OF NURSING AND HEALTH**

Sherrill Smith	Nursing and Health*
Deborah Ulrich	Nursing and Health

#### **COLLEGE OF SCIENCE AND MATHEMATICS**

Abinash Agrawal	Earth and Environmental Science
Thomas Rooney	Biological Sciences

#### **RAJ SOIN COLLEGE OF BUSINESS**

Anand Jeyaraj	Information Systems & Supply Chain Mgmt.
Zdravka Todorova	Economics

### **Promotion to Associate Professor**

#### **BOONSHOFT SCHOOL OF MEDICINE**

Gogi Kumar	Pediatrics*
Priti Parikh	Surgery*
Martin Satter	Medicine*
Yong-jie Xu	Pharmacology and Toxicology

### **Promotion to Senior Lecturer**

#### **COLLEGE OF LIBERAL ARTS**

David Baxter	Communications
William Jobert	Music
Dennis Loranger	Music
Gretchen McNamara	Music

#### **COLLEGE OF SCIENCE AND MATHEMATICS**

Tom Bubulya	Biological Sciences
Robert L. Gordon	Psychology
Patricia Schiml	Psychology

#### **LAKE CAMPUS**

Dennis Hance	Lake Campus
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**\*promotion effective July 1, 2017**

### **RESOLUTION 17-72**

RESOLVED that the promotion recommendations as submitted to this meeting be, and the same hereby are approved.

Mr. Bridges moved for approval. Mr. Montgomery seconded, and the motion was unanimously approved by roll call vote.

#### **E. Tenure Only Recommendations**

##### **Tenure only at the Current Rank of Professor**

#### **COLLEGE OF ENGINEERING AND COMPUTER SCIENCE**

Cheryl B. Schrader	Electrical Engineering
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##### **Tenure only at the Current Rank of Associate Professor**

#### **COLLEGE OF ENGINEERING AND COMPUTER SCIENCE**

Ulas Sunar	Biomedical, Industrial and Human Factors
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## **RESOLUTION 17-73**

RESOLVED that the tenure recommendations as submitted to this meeting be, and the same hereby are approved.

Mr. Bridges moved for approval. Dr. Goyal seconded, and the motion was unanimously approved by roll call vote.

### **F. Promotion with Tenure Recommendations**

#### **Promotion to Associate Professor with Tenure**

##### **COLLEGE OF ENGINEERING AND COMPUTER SCIENCE**

Ha-Rok Bae	Mechanical and Materials Engineering
Mary Fendley	Biomedical, Industrial and Human Factors Engineering
Subhashini Ganapathy	Biomedical, Industrial and Human Factors Engineering
Nasser Kashou	Biomedical, Industrial and Human Factors Engineering

##### **COLLEGE OF EDUCATION AND HUMAN SERVICES**

Hannah Chai	Teacher Education
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##### **COLLEGE OF LIBERAL ARTS**

Marya Cordes	Theatre, Dance and Motion Pictures
Christopher DeWeese	English
Arvind Elangovan	History
Caroline Hillard	Art and Art History
Ralph Gerald Nelms	English
Heidi Wendt	Religion, Philosophy and Classics

##### **COLLEGE OF NURSING AND HEALTH**

Ann Bowling	Nursing and Health
Cindra Holland	Nursing and Health

##### **COLLEGE OF SCIENCE AND MATHEMATICS**

Joseph Houpt	Psychology
William Romine	Biological Sciences

##### **RAJ SOIN COLLEGE OF BUSINESS**

Andrew Beauchamp	Economics
Kathryn E. Easterday	Accountancy
John A. Martin	Management and International Business
Rachel Sturm	Management and International Business



## **RESOLUTION 17-74**

RESOLVED that the promotion and tenure recommendations as submitted to this meeting be, and the same hereby are approved.

Mr. Bridges moved for approval. Dr. Goyal seconded, and the motion was unanimously approved by roll call vote.

### **G. Confirmation of Academic & Administrative Appointments and Changes**

#### ***Faculty New Hires***

Marilyn J. Kindig Stahl, D.O., has been appointed Assistant Professor, Obstetrics and Gynecology, Boonshoft School of Medicine, effective April 3, 2017.

#### ***Faculty Promotions***

Ji Chen Bihl, Ph.D., has been appointed Assistant Professor, Pharmacology and Toxicology, Boonshoft School of Medicine, effective February 1, 2017.

Julie P. Gentile, M.D., has been appointed Interim Chair, Psychiatry, Boonshoft School of Medicine, effective January 1, 2017.

#### ***Faculty Separations***

Russell William Ayres, IV, Ph.D., Associate Dean of Graduate School and Associate Professor, Graduate School, Research and Graduate Studies effective April 30, 2017.

Tamela Sue Bash, M.S., M.B.A., Lecturer and Clinical Laboratory Sciences Program Director, Biological Sciences, College of Science and Mathematics, effective March 3, 2017.

Maura C. Boesch, DNP, MPH, MSN, RN, CNE, Clinical Assistant Professor, College of Nursing and Health, effective April 30, 2017.

Salim S El-Amouri, Ph.D., Research Assistant Professor, Neuroscience, Cell Biology and Physiology, Boonshoft School of Medicine, effective January 31, 2017.

Thomas G. Filloon, Ph.D., Assistant Professor, Community Health, Boonshoft School of Medicine, effective February 24, 2017.

John M. Flach, Ph.D., Professor, Psychology, College of Science and Mathematics, effective April 30, 2017.

Chris Hall, Ph.D., Associate Professor and Director of TESOL, English Language and Literatures, College of Liberal Arts, effective April 30, 2017.

David E. Hapner, M.M., Senior Lecturer, Department of Music, College of Liberal Arts, effective April 30, 2017.

Ping He, Ph.D., Professor, Biomedical, Industrial, and Human Factors Engineering, College of Engineering and Computer Science, effective April 30, 2017.

J. Russell Johnson, M.F.A., Professor, Motion Pictures, Theatre Arts, College of Liberal Arts, effective April 30, 2017.

David M. Kender, M.Ed., Senior Lecturer, Biomedical, Industrial, and Human Factors Engineering, College of Engineering and Computer Science, effective April 30, 2017.

Matthew W. Lawless, M.D., Associate Professor, Orthopedic Surgery, Boonshoft School of Medicine, effective April 17, 2017.

Rosalie O. Mainous, Ph.D., APRN, NNPBC, FFANP, Dean and Professor, College of Nursing and Health, effective February 3, 2017.

Mark D. Mamrack, Ph.D., Associate Professor and Associate Dean, College of Science and Mathematics, effective February 28, 2017.

Alan P. Marco, M.D., Associate Dean, Faculty and Clinical Affairs, Boonshoft School of Medicine, effective March 31, 2017.

Kelly C. Sandberg, M.D., Assistant Professor, Pediatrics, Boonshoft School of Medicine, effective March 31, 2017.

Teresa W. Zryd, M.D., Associate Professor, Family Medicine, Boonshoft School of Medicine, effective March 17, 2017.

### ***Unclassified New Hires***

Praveen K. Alla, M.S., has been appointed Research Assistant, Pharmacology and Toxicology, Boonshoft School of Medicine, effective February 27, 2017.

Donna S. Braswell, B.A., J.D., has been appointed Business Manager, College of Science and Mathematics Administration, College of Science and Mathematics, effective March 6, 2017.

Ka'Dae Brockington has been appointed Community Health Advocate, Center for Healthy Communities, Boonshoft School of Medicine, effective February 20, 2017.

Sandy L. Bryant, B.A., has been appointed Community Health Advocate, Pediatrics, Boonshoft School of Medicine, effective March 6, 2017.

Jon Thomas Buckholdt, B.S., has been appointed Enrollment Services Advisor, Enrollment Management Division, Enrollment Management Division, effective February 6, 2017.

Divya Cheedu, M.S., has been appointed Research Assistant II, Biological Sciences, College of Science and Mathematics, effective February 7, 2017.

Stefanie L. Day, B.S., has been appointed Research Assistant, Biochemistry and Molecular Biology, Boonshoft School of Medicine, effective February 17, 2017.

Jermica Hood, B.A., M.A., has been appointed Community Health Advocate, Pediatrics, Boonshoft School of Medicine, effective April 3, 2017.

Evangeline Jones, B.A., has been appointed Mortician, Anatomical Gift Program, Boonshoft School of Medicine, effective February 20, 2017.

Gregory D. Jones, M.L.I.S., has been appointed Catalog and Authority Control Librarian, P.L. Dunbar Library, effective February 6, 2017.

Cherylyn Li Lander, M.S., has been appointed Academic and Licensure Advisor, Academic Support Services, College of Education and Human Services, effective February 6, 2017.

Curtis L. McCray, Ph.D., has been appointed Interim President, Office of the President, effective March 17, 2017.

Marion F. Morel, Ph.D., has been appointed Postdoctoral Researcher, Biochemistry and Molecular Biology, Boonshoft School of Medicine, effective January 2, 2017.

Eric J. Nichols, Ph.D., has been appointed Computational Cognitive Scientist, Wright State Research Institute, College of Engineering and Computer Science, effective March 1, 2017.

Lindsay R. Watson, M.Ed., has been appointed Academic Advisor, University College, effective March 13, 2017.

### ***Unclassified Promotions***

Julia E. Acosta, M.Ed., has been appointed Director, Office of Latino Affairs, Student Affairs, effective February 2, 2017.

Matthew L. Boaz, M.P.A., has been appointed Chief Diversity Officer, Office of the President, effective March 1, 2017.

Alan S. Boydston, Ph.D., has been appointed Research Psychologist, Wright State Research Institute, College of Engineering and Computer Science, effective March 1, 2017.

Lisa Lynn Cooper, B.S., has been appointed Administrative Assistant to the Dean, Raj Soin College of Business, effective February 1, 2017.

Jaynul R. Dewani, B.E., has been appointed Manager of Distributed Information Services, Computing and Telecommunications Services, effective March 1, 2017.

Juanita Griffin, B.S., has been appointed Education Manager, Family Medicine, Boonshoft School of Medicine, effective March 1, 2017.

Carey L. Kaufmann, M.S., has been appointed Network Design Architect, Computing and Telecommunications Services, effective February 1, 2017.

Timothy E. Kelly, B.S., has been appointed Network Engineer, Computing and Telecommunications Services, effective February 1, 2017.

Shannon M. Michalak, M.A., has been appointed Senior Library Technical Assistant for Course Reserves and Interlibrary Loan, P.L. Dunbar Library, effective January 30, 2017.

Gary Alan Smith, Jr., B.S., has been appointed Senior Software Engineer, Kno.e.sis Center, College of Engineering and Computer Science, effective February 1, 2017.

Christopher M. Stein, M.Ed, has been appointed Student Systems Data Analyst, Office of the Registrar, effective March 11, 2017.

Michael R. Sullivan, M.S., has been appointed Program Director of Compliance and Assessment, School of Professional Psychology, effective March 1, 2017.

### ***Unclassified Separations***

Valerie A. Boyle, B.A., Associate Director for Advancement, Office of Advancement, Boonshoft School of Medicine, effective February 17, 2017.

Elvina Caldas, B.S., Network Security Engineer, Computing and Telecommunications Services, effective March 27, 2017.

Julie M. Carstens, M.P.A., M.S., C.H.R.C., CTRA Director of Compliance and Regulatory Affairs, Wright State Research Institute, College of Engineering and Computer Science, effective February 8, 2017.

Shuzhen Chen, M.D., Research Associate, Biological Sciences, College of Science and Mathematics, effective March 31, 2017.

Karmen Y. Clay, Psy.D., Postdoctoral Research Fellow, School of Professional Psychology, effective March 31, 2017.

Emily C. Condit, M.S., Admissions Recruiter, Undergraduate Admissions, Enrollment Management Division, effective March 24, 2017.

Gwendolyn J. Cooper, B.S., Community Health Advocate, Community Health, Boonshoft School of Medicine, effective February 16, 2017.

Tess Stover Cortes, M.F.A., Gallery Coordinator, Art and Art History, College of Liberal Arts, effective April 14, 2017.

Cheryl C. Eskew, B.B.A., Student Services Coordinator, Dayton Regional STEM School, College of Education and Human Services, effective March 17, 2017.

Mark T. Gadzik, M.Ed, Assistant Athletic Director of Marketing and Promotions, Intercollegiate Athletics, effective February 3, 2017.

George W. Heddleston, Jr, B.A., Director, External Relations, School of Professional Psychology, effective March 1, 2017.

Danielle M. Heeter, M.S., Director, Undergraduate Recruitment, Undergraduate Admissions, Enrollment Management Division, effective January 31, 2017.

Tiffany N. Huber, B.A., Community Health Advocate, Center for Healthy Communities, Boonshoft School of Medicine, effective March 1, 2017.

Chelsea N. Hurley, B.S., Regulatory Support Specialist, Research Affairs, Boonshoft School of Medicine, effective February 10, 2017.

Jason T. Kohlhepp, M.IS, CISSP, Application Systems Administrator, Computing and Telecommunications Services, effective April 21, 2017.

Sau-Chun Lam, M.B.A., Manager of Information Systems, Advancement Services, effective February 28, 2017.

Aaron Long, B.A., Special Event Support Coordinator, Student Union, effective March 24, 2017.

Jason G. Parker, Ph.D., Director of Research Development, Research and Graduate Studies, effective April 28, 2017.

Lindsay Colleen Pitstick, M.Ed, Admissions Recruiter, Enrollment Management Division, effective March 11, 2017.

Vaishnavi Ragavapuram, B.S., Research Laboratory Technician, Biological Sciences, College of Science and Mathematics, effective January 31, 2017.

Michael D. Rauch, End User Support Specialist, Computing and Telecommunications Services, effective March 31, 2017.

Jonathan S. Smith, III, A.A., Computer Systems Administrator, Communications and Technology, College of Education and Human Services, effective February 8, 2017.

David S. Stoneburner, M.Ed., TV Production Manager, Computing and Telecommunications Services, effective March 31, 2017.

Junichi Tasaki, Ph.D., Postdoctoral Fellow, Biological Sciences, College of Science and Mathematics, effective March 10, 2017.

Jayna M. Vossler, M.S., Research Program Manager, Family Medicine, Boonshoft School of Medicine, effective January 27, 2017.

### ***Classified New Hires***

Catherine M. Driver, B.S., has been appointed Records Technician 2, Graduate School, effective February 6, 2017.

Dana Lorraine Howard has been appointed Office Assistant 2, Intercollegiate Athletics, effective February 6, 2017.

Andrea L. Lapp, B.A., has been appointed Office Assistant 2, University College, effective January 30, 2017.

Billy M. Thomas, B.A., has been appointed Police Officer, University Police Department, effective March 29, 2017.

Pamela J. Webb has been appointed Custodial Services Worker, Environmental Services, Physical Plant, effective February 6, 2017.

### ***Classified Promotions***

Dawn M. Arnold has been appointed Academic Support Specialist, University College, effective January 16, 2017.

Julie D. Perry has been appointed Parking Attendant, Lead, Parking and Transportation, Business Services, effective March 11, 2017.

Melissa A. Platt has been appointed Administrative Support Coordinator, Computing and Telecommunications Services, effective February 6, 2017.

### ***Classified Separations***

Stephanie K. Bennington, Police Officer, University Police Department, effective March 1, 2017.

Edward G. Depp, Office Services Coordinator, Bolinga Black Cultural Resource Center, effective March 3, 2017.

Alashia R. Durham, Custodial Services Worker, Environmental Services, Physical Plant, effective March 20, 2017.

John L. Emby, Casualty Prevention Worker, Facilities Operations, Physical Plant, effective January 27, 2017.

Joseph M. Manning, HVAC Boiler Operator Tech, Facilities Operations, Physical Plant, effective April 14, 2017.

Diane Kelly Slusser, Office Assistant 2, Computer Science, College of Engineering and Computer Science, effective January 23, 2017.

Rachel A. Stoker, B.S., Office Assistant 2, Lake Campus, effective April 14, 2017.

Chelsea K. Weber, M.Ed, Administrative Support Coordinator, Computer Science, College of Engineering and Computer Science, effective February 23, 2017.

## **RESOLUTION 17-75**

RESOLVED that the academic and administrative appointments, changes, retirements, departmental reporting, resignations and terminations submitted to this meeting be, and the same hereby are approved.

Mr. Fecher moved for approval. Dr. Goyal seconded, and the motion was approved (4-0-1 with Mr. Bridges recused) by roll call vote.

### **G. Report of Investments**

Since the last Board meeting, investments reports for January and February 2017 have been received. These reports have been distributed to the trustees and will be filed with the official Board of Trustees' records.

### **H. Ratification of Contracts and Grants**

Wright State University has recorded \$69,326,065 in external funding for 373 awards for the time-period of July 1, 2016 through March 31, 2017.

Recent funding received by the University includes \$308,000 from the Ohio Department of Higher Education to Dr. Kevin Lorson (Kinesiology and Health, CEHS) for the development, implementation, evaluation, and dissemination of an opioid abuse prevention curriculum in Ohio's schools. Additionally, Dr. Subhashini Ganapathy (Biomedical, Industrial and Human Factors Engineering, CECS) received \$250,000 from Wright State Applied Research Corporation to develop and execute test, evaluation, verification, and validation (TEV&V) activities and research new models and technologies that support personalization for HMT training.

## **RESOLUTION 17-76**

RESOLVED that the contracts and grants submitted to this meeting be, and the same hereby are ratified.

Dr. Goyal moved for approval. Mr. Fecher seconded, and the motion was approved (4-0-1 with Mr. Bridges recused) by roll call vote.



**WRIGHT STATE UNIVERSITY  
GRANT AND CONTRACT AWARDS**

**PREPARED FOR  
BOARD OF TRUSTEES MEETING  
April 28, 2017\***

TYPE	NEW AWARDS		ONGOING AWARDS**		TOTAL AWARDS	
	Number	Dollars	Number	Dollars	Number	Dollars
Research	14	\$1,344,046	27	\$3,220,039	41	\$4,564,085
Instruction	2	\$196,419	3	\$112,989	5	\$309,408
Institutional Support	0		2	\$339,285	2	\$339,285
Public Service	8	\$145,151	4	\$355,395	12	\$500,546
Student Aid	0		6	\$8,497,738	6	\$8,497,738
<b>TOTAL</b>	<b>24</b>	<b>\$1,685,616</b>	<b>42</b>	<b>\$12,525,445</b>	<b>66</b>	<b>\$14,211,062</b>

\* Figures include total support for awards made since the December 2016 Board of Trustees Meeting.

\*\* Ongoing awards include renewals, continuations, supplements and amendments.

This report was prepared by the Office of Research and Sponsored Programs.

**April 28, 2017  
Wright State University  
Grants and Contracts Awarded  
Since the February 17, 2017 Board of Trustees Meeting**

Type	Title	Duration	Sponsor	Investigator(s)	Amount	Abstract
<b>Boonshoft School of Medicine</b>						
<b>Basic Research</b>						
Amendment Educ. Inst. Subagreement	African Ancestry Genomic Psychiatry Cohort	06/16/2015 01/31/2017	Research Foundation for The State University of New York	Lehrer, Douglas S.	\$163,790	The Principal Investigator will enroll individuals that meet diagnostic criteria for schizophrenia or schizoaffective disorder, depressive type, in the Genomic Psychiatry Cohort.
Continuation Federal Agreement	Veterans Affairs Medical Center IPA Agreement - Kemp	10/01/2016 06/30/2017	Veterans Affairs Medical Center	Kemp, Michael	\$18,777	Dr. Kemp will examine UV-dependent DNA repair and DNA damage signaling responses in cultured human keratinocytes, mouse skin, and human skin biopsies.
Continuation Federal Agreement	Dayton Veterans Affairs Medical Center IPA Agreement	10/01/2016 06/30/2017	Veterans Affairs Medical Center	Hager, Faye	\$17,220	Ms. Hager will assist in the recruitment endeavors for Dr. Travers' grants. She will assist in the IRB regulatory support, the coordination of the grant studies, and the acquisition of study subject data.
Continuation Other Gov't. Subagreement	East Dayton AWARE Project	09/30/2016 09/29/2017	Montgomery County ADAMH Services Board	Wilson, Josephine F.	\$12,500	Eastway and ADAMHS of Montgomery County will partner to provide mental health first aid training in east Dayton. The SARDI program at Wright State University will serve as evaluator for the project.
Continuation Federal Agreement	Dayton Veterans Affairs Medical Center IPA Agreement	10/01/2016 06/30/2017	Veterans Affairs Medical Center	Cates, Elizabeth E.	\$10,671	Ms. Cates will be responsible for overseeing the day to day activities of Dr. Traver's Research. She will be involved in subject recruitment, study visits, and all correspondence and follow up per protocol guidelines.

**April 28, 2017**  
**Wright State University**  
**Grants and Contracts Awarded**  
**Since the February 17, 2017 Board of Trustees Meeting**

<b>Type</b>	<b>Title</b>	<b>Duration</b>	<b>Sponsor</b>	<b>Investigator(s)</b>	<b>Amount</b>	<b>Abstract</b>
New Non-Profit Grant	Therapeutic Role of miR-126 Over-Expressing EPC-MVs for Ischemic Stroke in Diabetes	01/01/2017 12/31/2017	American Diabetes Association - National	Bihl, Ji Chen Chen, Yanfang Jacobs, Bradley S.	\$115,000	The researchers will examine the theory that miR-126-EPC-MVs will have therapeutic effects on ischemic stroke in diabetes by protecting ECs/EPCS/neurons/ astrocytes against ischemic and inflammatory injury and promoting angiogenic/neurogenic repair via miR-126 downstream pathways.
New Non-Profit Grant	Chloride-Regulated Insulin Secretion	01/01/2017 12/31/2017	American Diabetes Association - National	Di Fulvio, Mauricio	\$115,000	This project will address molecular, cellular and functional mechanisms that will further understanding of the insulin secretory response to nutrients that may provide the basis for the design of new drugs that effectively stimulate insulin secretion from beta-cells.
Supplement Industrial Agreement	Biopsy Study	10/26/2015 10/26/2017	Devicor Medical Products, Inc.	Boivin, Gregory	\$9,890	Wright State University will support the testing of biopsy devices.
Supplement Industrial Contract	Versartis Skeletal Maturity Contract (14VR4)	12/22/2014 12/31/2016	Versartis, Inc.	Towne, Bradford	\$6,720	Radiograph assessments of the hand/wrist with determination of skeletal age will be performed for the sponsor.
<b>Applied Research</b>						
Continuation Non-Profit Agreement	Miscellaneous Awards Under DCOP Fiscal Agency Agreement	08/01/2016 07/31/2017	Dayton Clinical Oncology Program	Nevels, Dieter	\$17,172	This amendment will allow supplemental funding for WSU to act as the fiscal agent for the Dayton Clinical Oncology Program (DCOP) for managing Non-NIH NCI funds per master agreement Addendum #1 having an effective date of May 12, 2005.

**April 28, 2017  
Wright State University  
Grants and Contracts Awarded  
Since the February 17, 2017 Board of Trustees Meeting**

<b>Type</b>	<b>Title</b>	<b>Duration</b>	<b>Sponsor</b>	<b>Investigator(s)</b>	<b>Amount</b>	<b>Abstract</b>
New Industrial Subagreement	CRISPR IGS Pilot Project	12/16/2016 10/09/2017	Ginkgo Bioworks	Paliy, Oleg	\$32,297	Using the in vitro human gut simulator system (IGS) developed in Dr. Paliy's laboratory, the PI will assess the ability of E. coli strain engineered to contain chloramphenicol resistance gene (CmR) cutting CRISPR system to reduce overall CmR gene abundance in complex human gut microbial community.
<b>Instruction</b>						
Continuation State Grant	Residency Traineeship Program for Psychiatric Residents in Dual Diagnosis - MI/DD	07/01/2016 06/30/2017	Ohio Department of Developmental Disabilities	Gentile, Julie P.	\$30,000	This funding will provide FY2016-FY2017 funds for a faculty position for training in psychiatric services to the mentally disabled.
Supplement Non-Profit Grant	Wright Rural Health Initiative Implementation Proposal	12/01/2015 05/31/2017	HealthPath Foundation of Ohio	Zink, Therese M.	\$20,000	This project supports the implementation of 1) a longitudinal rural clerkship experience for third year medical students; 2) an inter-professional rural training program for nursing, medical and pharmacy students; and 3) the planning for a rural residency track in Family Medicine and/or Pediatrics.
<b>Public Service</b>						
Continuation Educ. Inst. Agreement	Sinclair Training	03/06/2016 03/05/2019	Sinclair Community College	Boivin, Gregory	\$2,567	Wright State University will provide hands-on training with laboratory animals to Sinclair Community College students.
New Other Gov't. Agreement	Epidemiologist and Office of the Health Commissioner Liaison	01/01/2017 12/31/2017	Public Health Dayton and Montgomery County	Paton, Sara J.	\$69,689	The contractor will serve as an epidemiologist and Office of the Health Commissioner Liaison for Public Health - Dayton and Montgomery County.

**April 28, 2017  
Wright State University  
Grants and Contracts Awarded  
Since the February 17, 2017 Board of Trustees Meeting**

<b>Type</b>	<b>Title</b>	<b>Duration</b>	<b>Sponsor</b>	<b>Investigator(s)</b>	<b>Amount</b>	<b>Abstract</b>
New Other Gov't. Agreement	Epidemiology Services	11/06/2016 11/06/2017	Public Health Dayton and Montgomery County	Ellison, Sylvia A.	\$38,096	The PI will serve as an epidemiologist to assist with public health accreditation, the community health improvement plan, and program evaluation activities.
New Other Gov't. Agreement	Breastfeeding Friendly Environment	10/01/2016 09/30/2017	Public Health Dayton and Montgomery County	Ellison, Sylvia A. Smith, Linda J	\$22,960	WSU personnel will provide support to PHDMC for implementation of the maternal and the child health goal of an increasingly breastfeeding friendly environment.
Renewal Other Gov't. Grant	Kinship Navigator Consortium FY 2017	01/01/2017 12/31/2017	Montgomery County Department of Job and Family Services	Duby, John C. Simmons, Dionne M.	\$128,900	Continued funding of the Kinship Navigator Program in Montgomery County will facilitate an expanded grandparents/grandchildren initiative (GPGCI) network and a strengthened program infrastructure.
<b>Academic Support</b>						
Continuation Federal Grant	Aerospace Medicine Training for the Era of Pioneering a Journey to Expanding Human Space Flights Beyond ISS and LEO	10/01/2016 09/30/2021	National Aeronautics and Space Administration	Olson, Dean M.	\$335,285	The purpose of the project is to provide and maintain a residency training program in the field of Aerospace Medicine with the intent of graduating physicians becoming Board certified, therefore qualifying to be employed by NASA as flight surgeons to care for the astronaut population.

**April 28, 2017  
Wright State University  
Grants and Contracts Awarded  
Since the February 17, 2017 Board of Trustees Meeting**

Type	Title	Duration	Sponsor	Investigator(s)	Amount	Abstract
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**College of Education and Human Services**

**Basic Research**

New State Grant	Health and Opioid Abuse Prevention Education (HOPE) Curriculum	09/01/2016 06/30/2019	Ohio Department of Higher Education	Lorson, Kevin	\$308,000	The purpose of the Health and Opioid-Abuse Prevention Education (HOPE) Curriculum is to develop, implement, evaluate and disseminate an opioid abuse prevention curriculum in Ohio's schools.
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**Applied Research**

Continuation Educ. Inst. Subagreement	The Learning and Working During the Transition to Adulthood Rehabilitation Research and Training Center	09/30/2016 09/29/2017	University of Massachusetts Medical School	Huber, Mary Josephine	\$16,201	As a part of the proposed research center, Wright State researchers will explore and develop a peer support intervention to help college students with serious mental health conditions (SMHC) succeed academically in school.
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**Public Service**

New Non-Profit Subagreement	Reward and Reminder	02/05/2017 06/16/2017	Drug-Free Action Alliance	Fruth, Jason D.	\$2,500	The PI will lead a "Reward and Reminder" campaign for approximately 27 convenience/gas stations in the area around Wright State University, which allows communities to augment and assist law enforcement in ensuring safe and legal practices for convenience stores and alcohol sales.
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**April 28, 2017  
Wright State University  
Grants and Contracts Awarded  
Since the February 17, 2017 Board of Trustees Meeting**

Type	Title	Duration	Sponsor	Investigator(s)	Amount	Abstract
<b>College of Engineering and Computer Science</b>						
<b>Basic Research</b>						
Amendment Federal Contract	SIRCUS TO2: Comprehensive Learning Objectives for Warfighter Needs (CLOWN)	03/31/2016 07/01/2019	DoD, Air Force, Air Force Research Laboratory	Rigling, Brian D. Garber, Fred D. Saville, Michael Shaw, Arnab K. Wischgoll, Thomas Rizki, Mateen M.	\$1,200,000	The WSU team will undertake a multi-year effort to explore the development of methods to advance the state of the art in a variety of sensor exploitation research areas.
Amendment Federal Contract	Sensor and Information Research Center for Understanding Systems (SIRCUS)	02/27/2015 03/30/2021	DoD, Air Force, Air Force Research Laboratory	Rigling, Brian D. Garber, Fred D. Saville, Michael Ash, Joshua Noel Wischgoll, Thomas Rizki, Mateen M.	\$993,000	The WSU team will undertake a multi-year effort to explore the development of methods to advance the state of the art in a variety of sensor exploitation research areas.
Amendment Industrial Subagreement	Aeromechanical Investigation of Turbine Engine High Speed Compressors	06/01/2016 06/27/2017	Universal Technology Corporation	Wolff, J. Mitch	\$32,198	The focus of this project is research into the aeromechanics of high speed compressors to enable better compressor design that will be less likely to have blade break.
Amendment Industrial Subagreement	Modeling Cranial Sutures During the First Year of Life	08/01/2016 07/31/2017	Dayton Children's Hospital (Dayton)	Rigling, Brian D.	\$17,000	The researcher will support the creation of software using retrospective medical imaging data to characterize the geometry of cranial sutures and the cortex around those sutures, including growth curves for the first year of life, the goal of which is to more quickly identify individuals who will need surgery.

**April 28, 2017  
Wright State University  
Grants and Contracts Awarded  
Since the February 17, 2017 Board of Trustees Meeting**

<b>Type</b>	<b>Title</b>	<b>Duration</b>	<b>Sponsor</b>	<b>Investigator(s)</b>	<b>Amount</b>	<b>Abstract</b>
Amendment Industrial Subagreement	Low Cycle Fatigue Behavior of Additively Manufactured Inconel 718 Due to Inherent Process Induced Defects	09/01/2016 06/27/2017	Universal Technology Corporation	Gockel, Joy E.	\$15,234	The researchers will take a two-pronged approach to investigate the LCF response of additively manufactured IN 718 due to bulk (internal) and surface (external) failure mechanisms.
Amendment Industrial Subagreement	Performance Understanding for Layered Sensing Exploitation: Rigorous Assessment of Technologies for Exploitation	09/01/2019 12/31/2017	InfoSciTex	Rigling, Brian D. Mossing, John C.	\$14,000	The primary goal of this program is to develop fundamental research tools in the areas of sensor exploitation algorithm performance understanding and performance prediction.
Amendment Industrial Subagreement	Design and Fabrication of an External Combustor for a JetCat Turbojet Engine	09/01/2016 05/31/2017	Universal Technology Corporation	Roberts, Rory A.	\$6,310	Wright State University (WSU) will be creating a team of undergraduate mechanical and materials engineering students to participate in an Aerospace Propulsion Outreach Program (APOP). The program will consist of designing and fabricating an external combustor for a JetCat P80SE gas turbine engine.
New Non-Profit Subagreement	Mission-Directed Learning Environment	09/19/2016 09/07/2018	Wright State Applied Research Corporation	Ganapathy, Subhashini	\$250,000	The focus of the research work is to develop and execute test, evaluation, verification, and validation (TEV&V) activities and research new models and technologies that support personalization for HMT training.
New Non-Profit Grant	Identification and Assessment of Hemodynamic Predictors of Bicuspid Aortic Valve Aortopathy	01/01/2017 12/31/2017	American Heart Association - Great Rivers Affiliate	Sucosky, Philippe	\$76,999	The researchers will investigate whether the abnormal blood flow produced by the bicuspid aortic valve is able to promote aortic dilation in the absence of any underlying genetic defect.



**April 28, 2017  
Wright State University  
Grants and Contracts Awarded  
Since the February 17, 2017 Board of Trustees Meeting**

<b>Type</b>	<b>Title</b>	<b>Duration</b>	<b>Sponsor</b>	<b>Investigator(s)</b>	<b>Amount</b>	<b>Abstract</b>
New Industrial Subagreement	Infrared Tracking	10/01/2016 09/30/2018	Etegent Technologies, Ltd.	Rigling, Brian D. Fogle, Orelle R.	\$69,998	The purpose of this research is to develop a suite of tools that can be utilized to track a wide variety of targets in infrared images.
Supplement Federal Grant	REU Supplement: Collaborative RET Site - Inspiring the Next Generation of a Highly-Skilled Workforce in Advanced Manufacturing and Materials	05/01/2016 04/30/2018	NSF, Miscellaneous	Mian, Ahsan Akm	\$5,000	This supplemental funding will provide support for two undergraduate students to gain research experience in additive manufacturing.
<b>Applied Research</b>						
Amendment Industrial Contract	ShadowBox Training II	10/01/2014 11/30/2017	Center for Operator Performance	Gallimore, Jennie J.	\$10,500	The researchers will address unanswered questions in the use of the ShadowBox technique to capture tacit knowledge of experts and train novice FCC board operators.
New Industrial Subagreement	Reactionary Assistance Support: Using Container Technology for Data Analytics on HPC Platforms	02/10/2017 08/31/2017	Engility Corporation	Wischgoll, Thomas	\$74,407	The researchers will investigate different container technologies to evaluate the suitability for different data analytics tasks.
New Industrial Grant	Training Systems	11/01/2016 12/31/2017	Center for Operator Performance	Gallimore, Jennie J.	\$48,531	The purpose of this effort is to review current training practices for process control operator training, and compare those practices with the current training standards in aviation and military.

**April 28, 2017  
Wright State University  
Grants and Contracts Awarded  
Since the February 17, 2017 Board of Trustees Meeting**

<b>Type</b>	<b>Title</b>	<b>Duration</b>	<b>Sponsor</b>	<b>Investigator(s)</b>	<b>Amount</b>	<b>Abstract</b>
New Industrial Subagreement	A Biologically-Inspired Topological Design Tool for Additive Manufacturing of Air Platform Structures	10/03/2016 03/10/2017	Industrial, Corporations, Companies, Miscellaneous	Gockel, Joy E.	\$12,500	The goal of this project is to develop and demonstrate a design software based on a revolutionary biologically-inspired topology optimization technique capable of identifying complex, high performance structural configurations specifically adapted for additive manufacturing.
<b>Student Aid</b>						
Amendment State Subagreement	Ohio Space Grant Consortium Undergraduate Scholarship - 2016 -2017	08/19/2016 08/18/2017	Ohio Space Grant Consortium	Wolff, J. Mitch	\$2,500	The 2016/2017 Education Scholarship Program funding supports three students in the College of Engineering and Computer Science.

**April 28, 2017  
Wright State University  
Grants and Contracts Awarded  
Since the February 17, 2017 Board of Trustees Meeting**

Type	Title	Duration	Sponsor	Investigator(s)	Amount	Abstract
<b>College of Liberal Arts</b>						
<b>Public Service</b>						
Amendment Educ. Inst. Subagreement	The Next Iteration of Fast Forward: Evaluation Plan from Wright State University	11/01/2015 03/31/2017	Sinclair Community College	Dockery, Jane L.	\$2,928	APRI will conduct an evaluation to identify evidence-based and best practice research to inform programmatic and strategic change that can enhance the Montgomery County Out-of-School Youth Initiative/Fast Forward Center role to continuously decrease the county high school dropout rate.
New Educ. Inst. Subagreement	Collect, Research and Analyze Economic and Labor Market Data for the Area 7 Local Plan	12/01/2016 03/31/2017	Clark State Community College	Dockery, Jane L. Murray, Carol S.	\$7,456	Under the new Workforce Innovation and Opportunity Act, Workforce Development Boards are required to develop local plans, and data is needed to inform that plan. APRI will provide the data to inform Area 7's plan.
New State Contract	Ohio Latino Affairs Commission Board Retreat	01/27/2017 03/30/2017	Ohio Commission on Hispanic/Latino Affairs	Dockery, Jane L.	\$1,500	APRI will facilitate the Ohio Latino Affairs Commission Board retreat.
<b>Student Aid</b>						
Continuation Other Gov't. Contract	Greene County Records Center and Archives Student Internship	01/03/2017 05/31/2017	Greene County Records Center and Archives	Swanson, Drew A.	\$5,000	A Public History Graduate Student, Erix Infante, will serve a 300 hour paid internship at the Greene County Records Center and Archives. His work will benefit the Center and its patrons, while providing him valuable archival experience and instruction.

**April 28, 2017  
Wright State University  
Grants and Contracts Awarded  
Since the February 17, 2017 Board of Trustees Meeting**

Type	Title	Duration	Sponsor	Investigator(s)	Amount	Abstract
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**College of Nursing and Health**

**Applied Research**

New Non-Profit Grant	Text Message Follow- Up Reminders in the Pediatric Urgent Care	12/20/2016 12/31/2017	National Association of Pediatric Nurse Practitioners	Joo, Kimberly R.	\$3,500	The purpose of this evidenced-based practice (EBP) research project is to improve attendance at follow-up appointments with a primary care physician after receiving services at a pediatric urgent care for patients with the diagnosis of asthma exacerbation or wheezing.
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**April 28, 2017  
Wright State University  
Grants and Contracts Awarded  
Since the February 17, 2017 Board of Trustees Meeting**

Type	Title	Duration	Sponsor	Investigator(s)	Amount	Abstract
<b>College of Science and Mathematics</b>						
<b>Basic Research</b>						
Amendment Educ. Inst. Subagreement	Characterizing Placebo Response to Active Treatment Using Very High Dimensional Data	12/01/2015 11/30/2017	New York University School of Medicine	Tarpey, Thaddeus	\$114,150	The WSU researcher will assist the NYU PI in developing statistical methodologies directed to the goal of characterizing placebo response to active treatment.
Amendment Industrial Subagreement	Development and Application of a Hydrothermal Atomic Force Microscope	06/15/2012 12/31/2017	Oak Ridge National Laboratory	Higgins, Steven R.	\$36,000	The Principal Investigator will continue to assist Oak Ridge National Laboratory in the development and application of novel hydrothermal atomic force microscopic methods to investigate the morphological and chemical controls on mineral dissolution and precipitation reactions in aqueous solutions under geological reservoir conditions.
Amendment Educ. Inst. Subagreement	Supporting Scientific Practices in Elementary and Middle School Classroom	09/01/2010 08/31/2017	Northwestern University	Kenyon, Lisa Orvik	\$33,120	The researchers will follow student learning of scientific modeling, explanations, and argumentation at multiple education research sites.
Amendment Educ. Inst. Subagreement	Sediment Nitrogen Dynamics in the Western Basin of Lake Erie Relative to Cyanobacteria Blooms	11/01/2016 01/31/2018	Ohio State University	McCarthy, Mark J.	\$26,826	This study will provide essential information regarding the fate and transport of nitrogen within the Maumee River discharge area of Lake Erie and is a critical step in the future management of this vital water resource.

**April 28, 2017  
Wright State University  
Grants and Contracts Awarded  
Since the February 17, 2017 Board of Trustees Meeting**

<b>Type</b>	<b>Title</b>	<b>Duration</b>	<b>Sponsor</b>	<b>Investigator(s)</b>	<b>Amount</b>	<b>Abstract</b>
New Industrial Subagreement	The System for Assessing Complex Contextual Attention, and Dynamic Engagement (SACCADE)	10/01/2016 09/30/2017	Lockheed Martin Corporation	Harel, Assaf	\$184,400	SACCADE is a closed-loop system that embeds well-validated markers of attention, within a novel predictive Adaptive Attention Engagement Model (AAEM) to assess the operator's attentional state and cue a Dynamic Attention Manager (DAM).
New Non-Profit Subagreement	Brain-Computer Interfaces for Human-Autonomous Teaming (BCI-HAT)	10/05/2016 09/23/2017	Wright State Applied Research Corporation	Elbasiouny, Sherif M.	\$43,414	This project aims to examine the intra- and inter- subject variability in decoder algorithm performance for brain-machine systems.
Renewal Educ. Inst. Subagreement	MAVEN Mission	07/01/2011 09/30/2018	University of Colorado	Fox, Jane Lee	\$132,246	The WSU Principal Investigator will participate in additional activities during Phase E for the Mars Atmosphere and Volatile Evolution (MAVEN) mission.
<b>Applied Research</b>						
Amendment Educ. Inst. Subagreement	From the Headwaters to the Littoral Zone: Using Attached Algae as Indicators of Ecosystem Impairment in the Great Lakes	11/01/2016 01/31/2018	Ohio State University	Vadeboncoeur, Yvonne	\$26,680	The researcher, using emerging biomarker techniques and enzyme activity on conjunction with stable isotopes, will develop new metrics of aquatic ecosystem impairment that rely on early responses of attached algae to nutrient pollution.

**April 28, 2017  
Wright State University  
Grants and Contracts Awarded  
Since the February 17, 2017 Board of Trustees Meeting**

<b>Type</b>	<b>Title</b>	<b>Duration</b>	<b>Sponsor</b>	<b>Investigator(s)</b>	<b>Amount</b>	<b>Abstract</b>
New Industrial Contract	Continuation of Ground Water Protection and Monitoring for Compliance with Zoning of Southwestern Quarry Operations for Xenia, Beavercreek, and Bath Townships in Greene County, Ohio	01/01/2017 12/31/2017	Cemex	Ritzi, Jr., Robert W.	\$10,000	The PI will provide data collection and statistical analysis characterizing natural variations in ground water levels and chemistry in the Silurian carbonate aquifer system surrounding future CEMEX quarry operations.
<b>Instruction</b>						
New State Subagreement	Authentic In-Class Integration Of Reasoning and Content Support for Teachers	01/27/2017 05/31/2018	Ohio Board of Regents	Kenyon, Lisa Orvik Boyd, Brian T. Kenyon, Len Farrell, Ann M.	\$118,079	Wright State faculty will provide a more authentic professional development experience about science, math, and literacy practices for middle and high school teachers in grades 6-10 both prior to and while in the actual classroom.
New State Subagreement	Partners In Integrated Earth Systems Science (PIES)	01/27/2017 05/31/2018	Ohio Department of Higher Education	Lunsford, Suzanne K. Slattery, William	\$78,340	PIES is a three phase long-term professional development program to increase the integrated science content, pedagogical, and technological knowledge of teams of K-12 teachers in the Hillsboro City Schools, Middletown City Schools, and Franklin City Schools.

**April 28, 2017  
Wright State University  
Grants and Contracts Awarded  
Since the February 17, 2017 Board of Trustees Meeting**

<b>Type</b>	<b>Title</b>	<b>Duration</b>	<b>Sponsor</b>	<b>Investigator(s)</b>	<b>Amount</b>	<b>Abstract</b>
Renewal State Subagreement	Science Teaching for Ohio's New Economy (STONE)	01/27/2017 05/31/2018	Ohio Board of Regents	Slattery, William Lunsford, Suzanne K.	\$62,989	STONE is a summer and academic year professional development program for Ohio P-12 classroom educators designed to support integrating Earth science into their curriculum, build their science content knowledge, and develop their understandings of STEM careers for their students.



**April 28, 2017  
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Type	Title	Duration	Sponsor	Investigator(s)	Amount	Abstract
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## Lake Campus

### **Public Service**

New Non-Profit Subagreement	Celina City Schools' FIRST LEGO League Jr. Program	01/01/2017 03/31/2017	For Inspiration and Recognition of Science and Technology	Crites, Betsy Jo	\$2,400	The goals for this project include: to introduce the rural population, focusing on females at Celina City Schools and Big Brothers/Big Sisters of Mercer and Auglaize Counties, Ohio, to real-world STEM topics, while including the love of Legos.
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### **Student Services**

New Educ. Inst. Subagreement	Ohio Program for Campus Safety and Mental Health Collaborative Program Development Grant	12/01/2016 12/31/2017	Northeast Ohio Medical University	Holdheide, Sandi	\$4,000	The OPCSMH grant will allow the Lake Campus to provide mental health first aid training to faculty and staff. With limited counseling services available on-site, it is imperative that faculty and staff help identify students at risk to ensure they are referred to resources.
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**April 28, 2017  
Wright State University  
Grants and Contracts Awarded  
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Type	Title	Duration	Sponsor	Investigator(s)	Amount	Abstract
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**Raj Soin College of Business**

**Public Service**

Continuation	Small Business	10/01/2016	Ohio Development	Black, Donerik G.	\$221,000	These funds will be used to support Region 4 of the SBDC Consortium from October 1, 2016 to September 30, 2017.
State	Development Center,	09/30/2017	Services Agency			
Subagreement	FY2017					

**April 28, 2017  
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Type	Title	Duration	Sponsor	Investigator(s)	Amount	Abstract
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**School of Professional Psychology**

**Student Aid**

Continuation	SOPP Practicum	07/01/2016	Brief Therapy	Schultz, Michelle S.	\$36,167	The sponsor will provide direct and indirect client services training for six SOPP doctoral students.
Industrial	Training: Brief	06/30/2017	Center			
Contract	Therapy FY2017					

**April 28, 2017  
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Type	Title	Duration	Sponsor	Investigator(s)	Amount	Abstract
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**Student Affairs**

**Public Service**

New Non-Profit Subagreement	National Meeting 2017	12/22/2016 02/28/2017	Global Ties U.S.	Wanderi, Joy W.	\$550	The funds will support Wright State personnel to attend the national meeting.
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**Student Aid**

Continuation Educ. Inst. Grant	Student Athlete Opportunity Funds 2016-2017	09/01/2013 08/31/2017	Horizon League	Brown, Joylynn M. Hill, Sara Jane	\$7,095	The SAOF fund is intended to provide direct benefits to student athletes or their families as determined by conference offices.
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**April 28, 2017  
Wright State University  
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Since the February 17, 2017 Board of Trustees Meeting**

Type	Title	Duration	Sponsor	Investigator(s)	Amount	Abstract
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**Universitywide**

**Student Aid**

Amendment State Grant	Choose Ohio First, 2015-2017	07/01/2016 06/30/2017	Ohio Department of Higher Education	Sudkamp, Thomas A.	\$710,839	Wright State University will continue to provide Choose Ohio First Scholarships in order to attract, retain, and graduate students in the STEMM disciplines.
Continuation Federal Grant	PELL Grant Program 2016/2017	04/01/2016 06/30/2017	U.S. Department of Education	Barnhart, Amy	\$7,736,137	These funds support PELL grants for students.

**April 28, 2017  
Wright State University  
Grants and Contracts Awarded  
Since the February 17, 2017 Board of Trustees Meeting**

Type	Title	Duration	Sponsor	Investigator(s)	Amount	Abstract
<b><u>VP for Research and Dean of the Graduate School</u></b>						
<b>Basic Research</b>						
Amendment Federal Grant	Lapses of Attention Predicted in Semi- Structured Ecological Settings (LAPSES)	11/01/2015 12/31/2018	DoD, Office of Naval Research	Minnery, Brandon S. Harel, Assaf Sherwood, Matthew Scott Juvina, Ion	\$164,000	The aim of this project is to study the fundamental mechanisms of attention.
Amendment Industrial Subagreement	Situational Awareness via Mixed-Initiative Universal Recognition, Analysis, and Inference	09/28/2015 05/07/2017	Decisive Analytics	Cox, Michael T.	\$110,834	The overall goal of this project is to develop distributed collaborative analytics capability that improves upon automated and manual approaches by optimally leveraging mixed initiative (human-machine) methods.
Amendment Industrial Subagreement	Cognitive Performance Research	02/19/2016 03/01/2019	InfoSciTex	Sherwood, Matthew Scott	\$10,000	The purpose of this project is to provide support for MRI data collection and modeling.
<b>Total Funded</b>					<b>\$14,211,062</b>	

## **XI. REPORTS OF THE COMMITTEES OF THE BOARD**

### **A. Academic Affairs Committee**

Mr. Montgomery reported on the committee meeting of April 7, 2017 in the absence of Mrs. Broner, chair of the committee.

Mr. Fitzpatrick called the meeting to order in Mrs. Broner's absence and read the following conflict of interest statement.

It is of utmost importance to ensure that all university decisions are free from any real or perceived conflicts of interest.

Therefore, please be mindful of all obligations with which you have been charged as a Trustee of Wright State University; and take the steps you deem appropriate to perform your duties fairly and impartially.

### **Provost Report**

Dr. Tom Sudkamp, provost, updated the Board on a variety of topics.

- **State Budget:**

It appears that the proposal requiring state institutions to pay the cost of student textbooks will not be making it through to the final state budget. This is good news for institutions of higher education as it would be a very expensive endeavor. However, the state and Wright State are continuing to explore ways to make textbook costs more affordable.

The state budget may propose an increase in the Ohio College Opportunity Grant (OCOG), a program to provide state funding for students who have financial need. The Department of Education in Washington is discussing the reestablishment of PELL grants in the summer, which would be good for our students.

A provision is under consideration, as part of the budget bill, that would designate Western Governors University as a state institution for the purpose of granting degrees using competency based education. The state's provosts put together a working group to identify an alternative for that measure. Provost Sudkamp presented that alternative at an Ohio Department of Higher Education meeting on April 19<sup>th</sup>. The goal is to develop the capability in IUC institutions to provide those types of services rather than bringing other institutions into the state.

- **Academic Affairs Update:**  
New academic programs were presented to the Board for approval prior to being forwarded to the state for its approval.

The B.S. in Clinical Laboratory Science has had a name change to a B.S. in Medical Laboratory Science. A new minor was approved in Non-Profit Administration. A minor in International Trade was deactivated and a new certificate in Business Analytics is coming from the M.I.S. Department in the College of Business.

Trustee Fitzpatrick asked what initiatives Wright State has in place to address textbook affordability. Provost Sudkamp shared there is a Wright State team, as part of the Affordability and Efficiency mandate, looking at ways to reduce textbook costs. Student Government is also studying the problem. Identifying the right mix for textbook savings is a complicated balance. For instance, the use of electronic textbooks hurts the availability of used textbooks which typically save students money. Trustee Fecher suggested making textbook affordability a priority in Wright State's strategic long-term plan.

#### 1. **Emeritus Request**

The following Emeritus requests were before the Board for approval.

#### **RESOLUTION 17-77**

WHEREAS, faculty members who have served ten or more years as fully-affiliated and full-time members at Wright State University will automatically be granted the emeritus title upon retirement and upon written request by the faculty member to the provost; and

WHEREAS, Cynthia Olsen, Professor of Family Medicine served the university from 1988 in a fully-affiliated and full-time status and has requested emeritus status; and

WHEREAS, Mark Mamrack, Associate Professor of Biological Sciences, served the university from 1983 in a fully-affiliated and full-time status and has requested emeritus status; and

WHEREAS, Jimmy Chesire, Senior Lecturer of English Language and Literatures served the university from 1994 in a fully-affiliated and full-time status and has requested emeritus status; and



WHEREAS, David Kender, Senior Lecturer of Biomedical, Industrial and Human Factors Engineering, served the university from 1982 in a fully-affiliated and full-time status and has requested emeritus status; and

WHEREAS, Margaret Houston, Senior Lecturer of Accountancy, served the university from 1988 in a fully-affiliated and full-time status and has requested emeritus status; and

WHEREAS, James Binski, Professor of Orthopedic Surgery, Sports Medicine and Rehabilitation, served the university from 1983 to 1992 and 2010 to present in a fully-affiliated and full-time status and has requested emeritus status; therefore be it

RESOLVED that the requests for emeritus status for the aforementioned faculty members, as submitted to this meeting be, and the same hereby are endorsed.

Mr. Montgomery moved for approval. Ms. Ramos seconded, and the motion was unanimously approved by roll call vote.

- **Financial Aid and Scholarship Update**

Ms. Mary Ellen Ashley, vice president for Enrollment Management, offered a review of undergraduate scholarships, students' needs, and the importance of scholarships to student success. Over the last two years, Enrollment Management identified, verified funding, and compiled a list of all undergraduate scholarships offered across campus. Academic, or merit-based scholarships, account for 80% of the scholarships awarded.

Two thousand eight hundred and seventy-three students (21% of undergraduate enrollment) received Academic Performance Scholarships (APS) in 2016-17; up from 8% in 1992-93. Forty-six percent of new students receive an APS award. Of those students, 81% return as sophomores compared to 52.5% of students who did not receive APS awards.

Scholarships and financial aid packages make a difference in students' decisions to attend Wright State. Over 64% of Wright State students come from families with a total annual income of less than \$75,000. These students are often reliant on federal, state, and institutional need-based financial aid to cover the cost of education.

- **International Enrollment**

Wright State is likely to face further declines in international enrollment for 2017-2018 given current internal and external conditions.

Mr. Henry Limouze, interim associate vice president for International Affairs, spoke on the challenges and strategies of international enrollment. International recruitment brings with it diversity and is the primary tool for the internationalization of education. International enrollment is also an investment that must have a strong, diversified pool from which to draw students.

Several issues have impacted Wright State's international enrollment over the last few years; namely dependence on the enrollment of foreign students from predominately Saudi Arabia, Kuwait, and India and an over reliance on the use of commissioned recruiting agents. There have been significant reductions in international enrollment from these countries. External factors affecting these countries and causing our enrollment loss include their government policy changes, withdrawal of government sponsorship, currency reform, denial of visas, and the uncertainty over U.S. immigration policies.

Moving forward, recruitment efforts are being diversified across multiple countries. The use of direct recruiting trips, partnerships with international institutions, and pathways into selective regions are being explored. Tuition waivers and discounts are being reviewed to enhance Wright State's recruiting competitiveness. The number of commissioned recruiting agents has been reduced from 100 to 25 to better target and monitor recruiter's efforts. UCIE has undergone a reorganization and streamlined processes and a new Associate Vice President for International Affairs will be hired shortly.

## **2. Tuition Discounts**

International student recruitment is highly competitive and cost is a significant factor when international students are making their attendance decisions. Dr. Sudkamp outlined Wright States ranking for out-of-state tuition costs against state peer institutions and an analysis of the break-even point for discounting out-of-state tuition costs that international students are required to pay.

To gain a competitive edge with international students, it is not uncommon to see out of state tuition discounted 50% to 75%. Provost Sudkamp offered summaries of tuition waivers before the Board today to enhance Wright State's competitiveness in international student recruitment and indicated that these waivers cover expenses for international student support and provide premium tuition revenue over the base in-state rate.

The first two tuition waivers will help build Wright State's programs by strengthening relationships with China, which is a fast growing area for international student recruitment. Wright State currently has in place MOU's with four universities in China and this first waiver would offer a 20% discount on tuition for undergraduate or graduate groups of 9 or less and a 30% discount for groups of over 10 students.

The second tuition waiver encourages students graduating from the Dalian Institute for Science and Technology to choose Wright State as their graduate school by offering a 30% discount on out of state tuition.

Tuition waiver three developed out of a relationship between Ohio's Chancellor of Higher Education and the state government of Andhra Pradesh, India. With a potential of 500 international students, this agreement would offer a 75% reduction on out-of-state tuition for undergraduate and graduate students coming from approved universities in Andhra Pradesh, India.

Dr. Carl Brun, assistant vice president for Curricular Programs, answered the question about why some tuition waivers offer a percentage reduction of out-of-state tuition and others are a percentage reduction of total tuition. As a standard practice, Wright State is shifting to discounting international tuition on the out-of-state portion but currently there are some signed MOU's in place that dictate the other approach.

Tuition waiver four would help attract international study abroad students who would like to spend a semester studying at Wright State. To meet J-1 visa status, international students must receive some type of tuition reduction from the school they wish to attend. The University Center for International Education (UCIE) would work with approved international study abroad programs to offer a 10% tuition reduction to students coming to Wright State. This is a two-year renewal of a current agreement.

The final tuition waiver also renews a current agreement with the US Department of State to fund non-degree seeking international students accepted into the State Department's program who want to spend a semester studying at Wright State. The waiver charges only the in-state tuition plus a \$98 international student fee instead of the in-state and out-of-state tuition.

Trustee Fitzpatrick requested that the Board consider the implications for the issuance of tuition waivers, develop guidelines tied to enrollment, and create a comprehensive strategy to govern tuition waiver use in the future.

Under Ohio law, following Board approval, the Chancellor of the Ohio Department of Higher Education must approve tuition waiver requests for state-assisted institutions. Without objection, a motion and second were offered to consider the passage of these five tuition waivers as one resolution.

#### **RESOLUTION 17-78**

WHEREAS, 375.30.30 of Am. Sub. H.B. 119 of the 127<sup>th</sup> General Assembly requires any waiver of tuition for a particular student or any class of students not otherwise permitted by law at a state-assisted institution of higher education to be approved by the Chancellor of the Ohio Department of Higher Education; and

WHEREAS, Directive 2009-011 signed by the Chancellor of the Ohio Department of Higher Education on April 17, 2009, established procedures for institutions to follow when requesting to waive standard tuition rates; and

WHEREAS, these five resolutions presented today are contingent upon the approval of the Chancellor of the Ohio Department of Higher Education; and

WHEREAS, Wright State University has entered into a Memo of Understanding for the following:

- A. Tuition Waiver Recommendation for International Students from Universities with Approved Memorandums of Understanding
- B. Tuition Waiver Recommendation for Dalian Institute for Science and Technology Student Entering Wright State University

- C. Tuition Waiver Recommendation for International Students from Universities Approved through an MOU with the Government of Andhra Pradesh, India
- D. Tuition Waiver Recommendation for International Students in Study Abroad Programs to the U.S.
- E. Tuition Waiver Recommendation for US State Department Supported Programs for International Students

In accordance with the provisions of each waiver as outlined in their respective resolution, the Board hereby

RESOLVES to approve the five waivers of tuition as presented today.

Mr. Montgomery moved for approval. Mr. Fecher seconded, and the motion was unanimously approved by roll call vote for resolutions 17-78A to 17-78E.

See Appendix E. for individual resolutions.

### **3. State Duplicative Program Report**

The Ohio Department of Higher Education mandated that the Board of Trustees evaluate all courses and programs based on enrollment and student performance. These reports were previously done and shared with the state. Now the Governor's Task Force on Affordability and Efficiency has asked all institutions to again review their programs and evaluate for duplications within a geographic region. Once identified, programs should be evaluated as to consolidating programs with partner institutions, enhancing programs to better serve students, or eliminating programs no longer needed.

The Board is being asked to approve and submit the "2017 Initial Report on Duplicate Programs" to the state by April 30<sup>th</sup>. Wright State has identified eight programs for further evaluation and will submit a final status report by December 31, 2017.

#### ***2017 Initial Report on Duplicate Programs:***

<http://www.wright.edu/sites/www.wright.edu/files/uploads/2017/Apr/meeting/AA%207%20Wright%20State%20University%202017%20Initial%20Report%20on%20Duplicate%20Programs.pdf>

## RESOLUTION 17-79

WHEREAS, Am. Sub. H. B. No. 64, Section 3345.35 requires the Board of Trustees of each state institution of higher education to evaluate all courses and programs the institution offers based on enrollment and student performance in each course or program; and

WHEREAS, the Governor's Task Force on Affordability and Efficiency recommended that institutions should consider consolidating programs that are duplicated at other public colleges and universities in their geographic region; and

WHEREAS the Ohio Department of Higher Education provided a list of programs offered by both Wright State University and Central State University; and

WHEREAS the Chancellor of the Ohio Department of Higher Education has required the submission of an initial report to the Ohio Department of Higher Education by April 30, 2017, that shall be comprised of

- A description of the process used to evaluate programs;
- A list of duplicated programs that are not targeted for further action;
- A list of duplicated programs that are targeted for further examination; and

WHEREAS Wright State University has produced a report entitled *2017 Initial Report on Duplicate Programs* that satisfies the preceding requirements; therefore be it

RESOLVED that the Wright State University submits the accompanying *2017 Initial Report on Duplicate Programs* to the Ohio Department of Higher Education.

Mr. Montgomery moved for approval. Dr. Goyal seconded, and the motion was unanimously approved by roll call vote.

#### 4. **New Programs**

- **Bachelor of Science and Bachelor of Arts, Public Health Major**

Dr. David Goldstein, chair of the Biology Department and Ms. Courtney Smith, senior advisor in Biology, introduced a proposal for a new undergraduate program in Public Health.

Built on a student success model, the program utilizes existing courses and requires no new faculty or start-up costs. The proposed Public Health program trains scientists to work in public health while offering the student non-science coursework in leadership, public policy, law, ethics, and public relations. The field of public health is robust in job prospects and answers a community need to address growing health concerns such as the opioid epidemic. With an anticipated intro class of 25, the enrollment projections and student interest are strong.

Trustee Fecher posed a question on how Trustees determine when the introduction of innovative new programs is good for enrollment growth and when supporting too many new program initiatives becomes detrimental to the University. The consensus was an individual determination of program merit should be based on demand, cost, course capacity and revenue projections. Strong programs will help generate new students for Wright State, position students for a promising career, and support region economic development. For assessment and tracking purposes, a yearly report will be shared with the Trustees to answer how well metrics are being met. After a lengthy discussion, the following resolution was forwarded to the full Board for their consideration of the undergraduate program in Public Health.

**Program Proposal:**

[http://www.wright.edu/sites/www.wright.edu/files/uploads/2017/Apr/meeting/BA\\_BS%20in%20Public%20Health\\_FINAL.pdf](http://www.wright.edu/sites/www.wright.edu/files/uploads/2017/Apr/meeting/BA_BS%20in%20Public%20Health_FINAL.pdf)

**Resolution 17-80**

WHEREAS, Wright State University is proposing new Bachelor of Science and Bachelor of Arts programs in Public Health within the Department of Biological Sciences in the College of Science and Mathematics; and

WHEREAS, the Bachelor of Science and Bachelor of Arts in Public Health will complement Wright State University's undergraduate programs in biology, clinical laboratory science, and Master's program in Public Health; and

WHEREAS, the program will include a minimum 300-hour internship in the field of public health and a significant

component of community service aligning with Wright State University's mission to transform the communities we serve; and

WHEREAS, health related professions are identified as in high demand for the western Ohio region; and

WHEREAS, Wright State University is committed to creating additional opportunities to students to enter health care and health science professions; and

WHEREAS, the program has been approved by the Faculty Senate and the Provost; therefore be it

RESOLVED that the Bachelor of Science and Bachelor of Arts programs in Public Health majors as submitted to the meeting be, and the same hereby is endorsed.

Mr. Montgomery moved for approval. Mr. Fecher seconded, and the motion was unanimously approved by roll call vote.

- **Bachelor of Science in Electrical and Computer Engineering Technology, Major**

Dr. Brian Rigling, chair of the Department of Electrical Engineering, outlined the need for a program in Electrical and Computer Engineering Technology. Demand for trained engineers remains strong to conceptualize projects. However, once the designs are in place, the construction and support for the project is often delegated to a trained technician. The program under discussion today trains technician who have the electrical and computer engineering background for success but are not required to attain the rigorous level of math proficiency needed for engineering.

The Electrical and Computer Engineering Technology major would support the development of a trained STEM workforce, opens doors for students interested in Engineering who are unsuccessful with the highest level math, and provides a 4 year trained technician to address industry trends for higher level certification.

The program will draw on existing faculty and repackage current coursework in analogue design, systems design, computer and electrical engineering.



After discussion, the Academic Affairs Committee moved the following resolution forward for the full Board's consideration.

**Program Proposal:**

[http://www.wright.edu/sites/www.wright.edu/files/uploads/2017/Apr/meeting/WSU%20BSECET\\_ElectricalComputerEngTech\\_2017March30%20final.pdf](http://www.wright.edu/sites/www.wright.edu/files/uploads/2017/Apr/meeting/WSU%20BSECET_ElectricalComputerEngTech_2017March30%20final.pdf)

**Resolution 17-81**

WHEREAS, Wright State University is proposing a new Bachelor of Science in Electrical and Computer Engineering Technology major within the Department of Electrical Engineering in the College of Engineering and Computer Science; and

WHEREAS, the Bachelor of Science in Electrical and Computer Engineering Technology will complement Wright State University's undergraduate programs in electrical engineering and computer engineering; and

WHEREAS, the program was developed to be consistent with the accreditation requirements of the Engineering Technology Accreditation Commission of ABET; and

WHEREAS, the program prepares students for real-world problem solving and design of electronic, computer, and software systems through a comprehensive curriculum of modern electrical & computer engineering design skills; and

WHEREAS, the program is aligned to articulate with associate degree programs at partner community colleges; and

WHEREAS, the program has been approved by the Faculty Senate and the Provost; therefore be it

RESOLVED that the Bachelor of Science in Electrical and Computer Engineering Technology major as submitted to the meeting be, and the same hereby is endorsed.

Mr. Montgomery moved for approval. Ms. Ramos seconded, and the motion was unanimously approved by roll call vote.

## **B. Building and Grounds Committee**

Dr. Goyal reported on the committee meeting of April 11, 2017.

Dr. Goyal called the April 11, 2017 meeting to order and read the conflict of interest statement.

- **Project Updates**

Mr. Greg Sample, chief real estate officer, provided an update on current University construction projects.

The Student Union renovation, a state capital funded project, is in Phase III. Work on the current phase has been halted. A fire wall in the Raider Connect area was inadvertently altered during previous renovation and its absence may present a life safety issue. The Office of Legal Counsel has been notified, as the oversight may be the responsibility of the architect of record. FMS staff continue to look into the matter to verify the severity of the issue and next steps. If necessary, part of the remaining project funds would need to be expensed to bring the situation into code compliance.

The Creative Arts Building (CAC) construction has been completed with the exception of the replacement of the skylight, which is scheduled to begin shortly and should be completed by the end of July. The current/revised Project Team has continued to examine all areas where savings could be recaptured in an effort to minimize the negative impact of earlier cost overruns.

Classroom modernization, a \$300,000 project to enhance outdated classroom space, is on plan and budget. This final work will complete Phase III. Project Management continues to run well.

The Lab modernization project, a \$3 million investment, is just beginning. The FMS Project Team is spearheading conversations with faculty and researchers to develop a comprehensive list of priority areas.

The construction of the Lake Campus Agriculture Education and Water Quality building went out for bids late winter. All bids received exceeded budget and were rejected. The FMS Project Team made subtle revisions to the project scope and again rebid the project. The lowest bid received with alternate is approximately \$73,000 over budget. FMS would not recommend any further scope changes to the building.

As a result, the Board of Trustees will be asked to approve the project at \$3,073,000 instead of the original estimate of \$3,000,000. Mr. Ulliman affirmed that Dean Albayyari of the Lake Campus has pledged foundation resources to pay for the \$73,000 difference and the the WSU Foundation has confirmed the availability of those funds.

A question was asked concerning state projects and overages; namely, who is responsible for paying for amounts over budgets. The answer is the University is responsible for covering authorized work that exceeds the project budget. The restructured FMS Division has instituted operations to streamline the process, provide start to finish comprehensive project oversight, critique all project changes, and prevent scope creep. In addition, contingency funds are firmly held in reserve to cover unexpected circumstances that may drive project costs up. Previously there was an internal practice of using contingency funds to finance components of the project but now contingency funds are restricted and any unused funds will be returned to the University at the completion of a project.

Dr. Goyal requested an Executive Session to discuss the sale or purchase of real estate.

**1. Building and Grounds Committee Executive Session**

The Building and Grounds Committee, by majority voted, elected to go into Executive Session at 5:20 p.m. in the Human Resource Training Room, Second floor conference space at 2455 Presidential Drive.

**The following Committee members were present:**

**Present**

Eloise Broner  
Anuj Goyal

**Absent**

Sean Fitzpatrick

**Trustees in Attendance:**

**Present**

Michael Bridges  
Douglas Fecher  
Grace Ramos

**Absent**

William Montgomery  
C.D. Moore (Phone in)

## **RESOLUTION 17-64**

RESOLVED that the Wright State University Building and Grounds Committee of the Board of Trustees agreed to hold a Special Executive Session on Tuesday, April 11, 2017; and be it further

RESOLVED that pursuant to the Ohio Revised Code 121.22 (G), the following issues may be discussed in Executive Session:

- Purchase or sale of property

The Building and Grounds Committee adjourned Executive Session at 6:19 p.m.

### **C. Compliance and Audit Committee**

Dr. Goyal reported on the committee meeting of April 7, 2017 in the absence of General Moore, chair of the committee.

General Moore called the April 7, 2017 meeting to order and read the conflict of interest statement

- **Comments from the Chair**

General Moore reviewed the purpose of the purpose of the Compliance and Audit committee and outlined the order of business for the meeting.

The Compliance and Audit Committee has a governance and oversight responsibility that includes a periodic review of established policies and operating procedures to determine if changes and/or updates are required.

Three agenda items were presented:

- An update from Ms. Tittle, the University's compliance officer, regarding progress on the time-phased compliance assessment of the University's Affiliate Entities. As established in the plan, the focus included the first four Affiliate Entities under review. These include the Alumni Association, the Wright State Foundation, Double Bowler, and the Wright State Applied Research Corporation.
- Mr. Peter Cheng, university auditor, reviewed the Audit Report from August 1, 2016 through January 31, 2017.

- Finally, the Committee heard a report from five Master of Accountancy graduate students, under the supervision of Dr. Susan Lightle, who were tasked to assist the Trustees with updating their Bylaws.

The planned discussion of the University's Contracting Policy was postponed in the interest of the more urgent Financial Policy work underway.

- **Affiliated Entity Review Update**

Last year the Board passed a resolution establishing a University-wide Director of Compliance position and a University-wide Compliance Program. At the November committee meeting, the timeline for the review of the first group of Affiliated Entities was presented. Ms. Kelli Tittle, director of compliance, updated the committee on the work done so to review the Alumni Association, the Wright State Foundation, Double Bowler and the Wright State Applied Research Corporation.

The review process is on track with the estimated timeline. Each entity has submitted documentation to support compliance with the policy and that documentation has been reviewed by the respective review group for each entity. Currently, Ms. Tittle is working with each entity to address any questions or concerns raised during the review process as well as beginning the process to put in place a Memorandum of Agreement (MOA) that sets forth the entities obligations as an Affiliated Entity of Wright State University.

Ms. Tittle clarified that according to the timeline, this part of the process should be completed by June 30<sup>th</sup>. However, per the policy, the University President is supposed to appoint two university directors to serve on each entity's governing board. In addition, the President is supposed to sign each MOA. The presidential transition period will likely delay the formal completion.

Various affiliated entities have expressed concern about the impact of an Affiliated Entities Audit on their day-to-day operations. Trustee Moore indicated that no aspect of the audit process should slow down, stop or impede the operations of any entity. As to the June 30<sup>th</sup> timeline, the Compliance Committee would like to make sure that Dr. Schrader has the time she needs to fully review and ask questions about the individual MOA's before moving forward. The June 30<sup>th</sup> expectation has been revised to July as a more realistic timeframe to complete this part of the process.

Trustee Fecher asked about the crossover between the Affiliated Entity Policy and the University Financial Governance Policy and whether the Finance Committee or the Compliance Committee of the Board has oversight. As part of their review, Affiliated Entities are asked to provide financial documents to the Wright State Board of Trustees through the University CFO. Ms. Tittle explained that according to the Affiliated Entity Policy, the annual financial reports are to be sent to the CFO by dates to be determined for each affiliate. Trustee Moore indicated that the Finance Committee should then receive these documents from the CFO for appropriate Board oversight.

Trustee Fecher shared that the University community continues to question what affiliated entities do, what role they serve, and what contribution they make to the University's financial viability. General Moore indicated that President Schrader will be reviewing the audits from all the various affiliated entities and deciding how best to communicate with the broader University community regarding each Affiliate's role and purpose as part of the Wright State mission.

- **Internal Audit Report**

Mr. Peter Cheng, assistant vice president for University Audit and Consulting Services, briefed the Board on the audit report from August 2016-January 2017.

An audit was performed on the Bursar's office according to the audit schedule. Based on current University financial conditions, the audit shifted from the traditional cash control review to insight on the short and long-term solutions to managing cash flow. Recommendations to expand the horizon to include best and worst-case scenarios and the use of benchmarks to predict interruptions in cash flow earlier were made. The results of the audit were made available to the CFO.

CaTS (Computing and Telecommunications Services) is the most important information structure on campus and the backbone upon which information handling depends. The ISO 27,000 benchmark was used to perform the IT security and management review and the unit performed well. Due to the importance of CaTS to the overall operation of the University's information technology, recommendations were made to evaluate business continuity, change management, staffing and risk assessment.

An audit was done for the University Center for International Education (UCIE). The audit was requested by the unit in order to review the agency relationships utilized for international student recruiting. The Office of General Counsel has since developed a template to manage the Universities relationships with international recruiting agencies.

A review of Facility Management looked at contract management and local supply purchases. Recommendations were made to improve management of the scope of contracts to deter sole sourcing and to prevent expansion of work without the proper authorizations.

Several trustees expressed concern over contract management. The Board would like to address the implementation of improved contract handling processes.

Findings from the audit of the Payroll Office concluded that while the workload has increased, the office continues to be managed in a very cost effective manner and under the cost of outsourcing the work.

The audit of Parking and Transportation audit incorporated a study comparing the ratio of parking spots to patrons. Competition remains strong for parking spaces in proximity to campus. Recommendations included offering tiered parking passes for a more direct match between available spaces and demand. Another recommendation was to improve the parking R&R (Repair and Replacement) funds to make them more sustainable.

The final audit related to FERPA, which covers student records and personal information. Recommendations were offered concerning certain accessibility and policy issues.

- **Updating the Trustee Bylaws**

The committee heard a presentation from the five graduate students from Dr. Susan Lightle's ACC 7500 class, who have spent the last three months working on a project to update the Board of Trustee Bylaws. The last time the Bylaws were formerly updated was 2003. The team researched best practices, reviewed comparable schools, performed a gap analysis, and interviewed key stakeholders.

While the Trustees Bylaws are relatively consistent with comparable schools, the students recommended seven general

areas for further exploration as a way to improve board excellence and align with current industry best practices. These include:

1. Governance Committee
2. Risk Assessment
3. Board Self-Assessment and Culture
4. Conflict of Interest
5. Trustee Onboarding and Training
6. Policies and Procedures Document
7. Committee Charters

General Moore commended Tyler Davis, Nathaniel Jenkins, Christine Krebs, Tyler Mills and Kevin Munch for the quality of their work and the variety of sample documents and best practice examples that they prepared. The Compliance and Audit Committee will be establishing a sub-committee for updating the By-Laws and meeting with Trustees to incorporate their inputs into the revised document.

- **Good of the Order**

General Moore outlined the agenda for the next committee meeting. Another update on the Affiliate Entity Compliance review is planned as well as hearing from the new Administration regarding any non-compliance issues with the first four Entities under evaluation and their plans to address any compliance issues. In addition, a progress report on the Bylaws update will be offered.

**D. Finance Committee**

Mr. Fecher, chair, reported on the committee meetings on March 3, 2017 and April 7, 2017.

**Meeting of March 3, 2017**

Mr. Fecher called the meeting to order and offered the following comments.

- **Committee Chair Comments**

Let me begin by being candid and frank with you. The University's financial situation remains urgent and has not improved materially from our last meeting. As of today, the year ending cash projection of reserves is just \$26 million. Revenues did not meet expectations in this academic year and some business units continue to overspend their allotted budgets.



A \$26 million reserve level is razor thin and not sustainable. It has to be corrected. As a result, it is critical that this committee forward a budget to the Board of Trustees in June that is a balanced budget with a budgeted surplus for rebuilding critical reserve levels. To achieve such a budget will require approximately \$25 million in reductions in the coming year. Budget reductions must be made while focusing relentlessly on the University's core academic mission. While this does not necessarily mean that academic units can be spared scrutiny, it is true that increased attention must be paid to administrative expenses, which by necessity, must be absolutely lean going forward.

There are hard decisions needed to balance all of the important aspects of our university. The academic mission, the cultural needs of our students, all of the things that we do here as a world class university have to be taken into account, but we cannot continue to overspend budgets. These decisions will be difficult but they have to be made for the best interests of our students and our university. Before the end of this academic year, we must also begin looking for savings and move aggressively to seek savings anywhere we can; eliminating duplication of processes and services that do not add sufficient value to the University's core academic missions. We must make absolutely sure that the application process for prospective students for the coming academic year is processed efficiently and quickly to give every one of those students the best chance at choosing Wright State University as the place they want to go to school, have them matriculate over the summer, and become a part of the Class of 2021.

The fact of the matter is the Board of Trustees is ultimately responsible for the financial security of this institution. The administration is responsible for the financial performance that builds that financial security. We exercise as a Board our financial authority through this Finance Committee. It is clear that we as a university, all of us, no matter which constituency we represent must come together to solve this issue as one. We must operate with a renewed sense of accountability and discipline to correct these financial issues. While in the long term we will all have an opportunity, together, to set around a table and focus on strategy and opportunities for revenue and how we'll run this University in the future, the fact of the matter is in the short term we have to fix the financial issues. We will find ourselves under new leadership in just a few months and that will give us an opportunity to work together towards building this great university to become an even

greater university in the future. But we have to get through the short term financial issues we have first.

Today we will receive updates on our cash position that will highlight what I have just said about our budget performance for this year. I would like to use this meeting to begin talking about the hard choices we will need to make in the short term, especially regarding the upcoming budget.

- **Conflict of Interest Statement**

Trustee Fecher read the conflict of interest statement and reminded the Board members of their obligation and duties.

- **Investment Report**

Mr. Steve Sherbet, university bursar and director of treasury services, reported on the investment reports for the month of February 2017.

There was discussion on liquidity and the impact of rising interest rates on fixed income investments. The Board requested an analysis of holding costs versus conversion costs in terms of lost interest or the potential effect of increased interest rates on investment value.

A project is underway to research various university investment policies and best practices. Dr. Fall Ainina, professor of finance, is overseeing a group of graduate finance students who will present their findings to the Finance Committee later this year.

- **Board Financial Policy**

The Board's Financial Policy was last updated in 2003. A revised draft has recently been completed and will be forwarded to the Finance Committee members and the full Board. The Board plans to then release the document to the University community for input, comments, and suggestions.

Once all comments are received, an updated draft will be presented to the Board for action at the end of this academic year or early next academic year.

Proposed changes to the 2003 policy include more measurement, oversight and ratio analysis of the University's finances to create an "early warning system" of trends effecting the institution to allow for quicker corrections.

- **Financial Performance Measurement and Reporting**

Mr. Jeff Ulliman reviewed the cash flow forecast and revenue reports for January. Revenue projections were the same as noted in December with no additional sources of revenue. The first payments have gone out for the Voluntary Retirement Incentive Plan (VRIP) which triggered an expense move from the VRIP line item to the payroll line item for this month. Trend data for other expenditures remained about the same.

All in all, the forecast from a cash flow perspective is just under a \$40 million net outflow. This is above our operating budget expectation to use \$16 million in reserves. The difference in the negative variance is attributed to tuition being down, the cost of the VRIP, the additional capital costs not outlined in the budget, and the variance due to the Debate not occurring.

Enrollment over the last three or four years has been flat. Projections for next year are currently flat, which may even be optimistic.

Trustee Fecher asked for an explanation of the variance between the previously planned use of \$15.6 million and the current expectation of almost \$40 million in reserves needed to balance the budget.

Mr. Ulliman offered the following explanation. Over the last few years, overspending was the driver behind Wright State's current budget situation. The primary areas of overspending were unbudgeted expenditures for personnel, for capital projects, and for initiatives that were expected to grow enrollment. In addition, corrections to reduce expenditures were slow to be made when tuition revenue fell.

A question was raised about the implementation of adequate controls to prevent future overspending. Central oversight controls have been put in place to disapprove expenditures lacking budget support. Work is being done to raise awareness and create a culture of personal responsibility relative to overspending. The Financial Policy revision contains a new directive whereby the University cannot spend unbudgeted funds over a defined level without prior Board approval. Capital project approvals now go through an extensive review process that culminates with final written approval by both the Provost and the Chief Financial Officer.

The Board is looking for assurances that appropriate financial discipline and oversight has been implemented to insure that the

University's budget will cover all expenditures and allow for the replenishment of depleted reserves. Provost Sudkamp outlined some of the expense allocation corrections in the budget remediation that have taken place. One correction was the identification and funding of \$11 million in personnel expenditures that were not previously base budgeted. Another correction was earmarking scholarship budgets to support scholarship expenditures that were also previously not funded. Mr. Ulliman reiterated that processes are now in place to insure that personnel costs remain fully funded when hiring or other compensation adjustments are made.

Mr. Ulliman was asked to describe how the University is making cuts to balance the budget while prioritizing and protecting the core academic mission. Provost Sudkamp and Mr. Ulliman met with the Cabinet and the Council of Deans on March 3<sup>rd</sup> to review a plan that was shared with them earlier. Each vice president or dean will gather data from their colleges or divisions outlining duplicate services, redundancies, potential for mergers, consolidations or discontinuations. Next they will complete an exercise prioritizing services based on the University's mission keeping in mind areas, programs or services to modify or eliminate that no longer support the academic mission of Wright State. From here, each area will each submit two reduced budgets utilizing 5% and 15% reductions. The Provost and CFO will incorporate these submissions into the FY 2018 budget. The Board and the University agree that the preservation of the core academic mission is the number one priority.

The Board asked that a realistic balanced budget be presented at the April 7<sup>th</sup> meeting. Trustee Fitzpatrick reminded everyone that enrollment projections are flat, severance costs need to be incorporated into any budgetary planning, and provisions should be taken to plan for any surprise capital expenditures. EEOC considerations will be taken into account to minimize any disparity when addressing potential reductions in personnel. Provost Sudkamp discussed this year's budget reduction. Reductions were not across the board but were most heavily weighted towards service units, not the academic units. Within the academic units, reductions were also not across the board. They were based on growth or decrease in student credit hours.

There was a long discussion around the issue of expedience. Time is running out to protect the remaining cash reserves and the University's cash flow. A new president will be named shortly and will be assuming her position on July 1<sup>st</sup>. The Board indicated their

desire to have all corrective measures in place prior to her arrival to address overspending, create financial discipline, exercise control, and insure personal accountability. In addition, there needs to be a uniform campus wide understanding of financial metrics and measurements to insure that everyone speaks with the same voice. The Finance Committee agreed to take the lead to improve transparency and assist in reconciling financial metrics to make them cross-referenceable and readily understood by all.

Trustee Moore asked Mr. Ulliman how we get accountability with “teeth”; meaning that it carries with it consequences for lack of compliance. While there is currently not a process in place, the Board indicated their support for the implementation of such a policy to insure that all budgets are treated responsibly or there would be consequences brought against individuals acting without budgetary approval.

- **Thoughts on the 2018 Budget**

Mr. Fecher thanked Provost Sudkamp and Mr. Ulliman for their frank comments and asked for insight into the fiscal year 2018 budget plan. To implement a \$25 million reduction will take some major changes. Provost Sudkamp reiterated that the memo recently shared with the Deans and VP’s asked for their input on merging or consolidating units and programs and the identification of areas for centralization to create more efficiencies. Priority based budgets will be implemented to better support students and their academic needs while eliminating services or programs “nice to have” but not essential to the mission.

- **International Enrollment**

Wright State lost 400 international students this year, which equated to a \$10 million reduction in tuition revenue. Trustee Fecher asked what impact international politics had on this reduction and whether process or policy at Wright State contributed to this decline. Dr. Sudkamp indicated that the majority of Wright State’s international enrollment is derived from India, Saudi Arabia and Kuwait. Last year the Saudi government changed their policy whereby they would only support students who were attending the top 50 programs in the country. This decreased Wright State’s 2016 Saudi enrollment by 38% (loss of 182 students). The Kuwait government is no longer supporting students at Wright State, which decreased Kuwait enrollment by 28% (loss of 50 students). The affordability of foreign study for Indian students has been impacted by the currency change in India. Overall, the enrollment from India also fell by 21% (174 students).

Wright State's University Center for International Education (UCIE) is currently under the direction of an interim associate vice president. A national search is underway to identify for a permanent replacement with finalists on campus soon. One of their most important charges will be the development of an international recruitment plan that expands recruitment efforts. The goal is to avoid a concentration of international students from so few countries. Dr. Henry Limouze, interim associate vice president for UCIE, will speak about Wright State's international enrollment at the Committee Day meeting in April.

Wright State's ability to provide a timely response to international student applications was an area of concern. International students expect their acceptance and admission information within a 24 to 48-hour window and will look elsewhere if these needs are not met. Dr. Sudkamp indicated that UCIE recently revamped their operations to improve processing and responsiveness. A new CRM system streamlined applications, allows for more personalization, and the accelerated release of I-20's.

Competing for international students is highly competitive and centers on cost. Wright State ranks among the most expensive schools in Ohio for international students based on out-of-state tuition rates for graduate students. Having more funds available to offer scholarships to international students would increase our competitiveness.

- **Moving Forward**

The Trustees indicated that future budgets brought before the Board must be balanced and have sufficient assets to grow and replenish reserves. Mr. Ulliman indicated that the proposed \$25 million in budget reduction does contain a provision to replenish \$4 to \$5 million in reserves.

Trustee Fecher remarked on the detrimental effect of continuing financial challenges. This budget situation affects Wright State's brand and reflects negatively on students considering Wright State as the place they want to be. Everyone across the campus community has a part to play in protecting the brand and supporting the budget remediation process. Now is the time everyone must work together to grow enrollment by attracting new students and continue to support our current students. Now is the time to emerge stronger and make Wright State the place to be.

The Board offered their appreciation and thanks to Provost Sudkamp and Mr. Ulliman for all their time and efforts spent addressing the financial challenges. Trustee Fecher reiterated that the administration has the support of the Board of Trustees but it is going to be a different type of support. It is going to be a lot more pointed. He asked that “they prove to us because we hear better than we see. Prove to us that the overspending is going to be put under control. Prove to us that we’re going to work on the revenue side and get the processes fixed so that we can capture every student that we can capture. We have to get it done. We have to maintain the core academic mission. We owe nothing less to our students”.

### **Meeting of April 7, 2017**

Mr. Fecher called the meeting to order and reminded the Trustees to be aware of any conflict of interest and take the steps they deem appropriate.

- **Comments from the Chair**

Trustee Fecher thanked everyone for attending the Finance Committee meeting and offered the following remarks.

Today the Board of Trustees will take the first steps towards a new process for developing and adopting a balanced budget for the coming year. I will describe the revised process in a moment. First, I would like to acknowledge again the financial situation we find ourselves in at Wright State University.

It is no secret that the current state of our financial situation is dismal. Reserves are precipitously low, expenses are exceeding revenues, and enrollment and retention figures are below expectations. We are faced with an extraordinarily difficult situation, but it is mostly one of our own making. While there are many reasons for our current situation, and no shortage of blame to go around, I think I like the words our Interim President Dr. McCray used in his first message to the Wright State community two weeks ago, when he described his view of how we got here: bad judgment, lassitude, bad luck, and yes, aspiration – hoping for too much. Dr. McCray is right. All of these contributed to bad decisions and a lack of responsible vigilance over our finances. And now we have no choice but to correct those decisions and begin the long road to repairing our university.

The situation we find ourselves in today did not occur overnight, and it will not be resolved overnight. Indeed, the warning signs have existed for many years, hidden early on perhaps by our robust financial situation at the time. Still, the signs were there, and leadership was lacking by not paying more attention to the clouds on the horizon and making changes much earlier than today. We allowed decentralized overspending to continue on nothing more than promise and hope - hope that the future would bring new revenue and new enrollment, which did not occur. In one sense the changes we need to make today are really changes that should have been made in smaller doses over the past several years, but weren't. Now we're forced to make them all at once, with what should have been an orderly alignment of expenses to revenues now forced into not having much choice at all.

As your Finance Committee Chair I want to acknowledge the apprehension on campus, the low morale, and yes, even the anger and in some cases disgust. These are all deserved. I understand there is a student demonstration planned for today. To be honest, I can't say that that I blame them, and in another day it is likely I would have joined them under circumstances like these. These students are our focus, the reason we all come to work every day, and the reason my fellow trustees and I volunteer to serve. We must keep the quality of our academic mission our first priority and act accordingly. It is time we pay the piper for our inaction and turn this university around. Also, as Dr. McCray has said, the solutions to our problems rest distinctly with us, and nowhere else. There is no entity outside of WSU that can solve our problems.

So let's get started.

We as a board have been working to correct many of the weaknesses that have brought us here. We have implemented new policies, demanded greater transparency, increased our meeting schedule, set stronger expectations, met with constituency groups, and started the process of improving communication. But we have a lot of work still to do.

One aspect we'd like to improve is the process by which the university develops its budget. In past years, a final budget was presented to the board in a workshop held each June. For many stakeholders, this was the first look at an extremely important document. The process left little time for comment and debate. It was a hurried process without much room for input and investigation. We look to change that this year.



After we review our standard reports and hear an update on a proposed financial governance policy in the first part of today's meeting, we will begin working on our budget for 2018. The Board of Trustees has asked for a balanced budget for 2018 and one with a surplus of at least \$5 million to begin replenishing reserves. We want the budget to be conservative on the revenue side so that we are better prepared if revenue sources do not meet projections. We want a budget that is realistic in its assumptions. And we want assurances that expenses will be actively managed to be aligned with revenues so we can begin digging out of this hole. Indeed, we simply must stop the overspending of revenues that has built this problem over the years.

Today we will hear from our administration a framework for upcoming budget deliberations. This framework will describe actions and categories for realigning our budget to expected revenues. This gives trustees the opportunity to ask questions, comment, sort through priorities, and help Dr. McCray as he goes about the difficult task of producing a balanced budget for next year. It also gives the community a chance to comment and to understand where we are headed.

Dr. McCray and his team will take the information we discuss today and put together a draft budget for discussion at our next Finance Committee meeting in May. This draft will be a complete budget ... a first look at expected revenue streams and related expenses for the coming year. This will be the board's second opportunity to ask questions, make comments, and offer input. The information gathered will be fine-tuned for a final presentation at the June Budget workshop. By then we will know what our budget will look like, the parts we like about it, and the parts we don't like about it. However, we will all know – the entire community. And while I don't fool myself that everyone on campus will agree with the budget decisions the board will make that day, we will have provided a more transparent process so that the campus can at least understand how the budget was created and the thoughts that went into it.

And that leads me to my final opening comment today. It is a theme I have repeated often and one I would like to advocate for again. That message is this: Please remember we are one university, all of us, all together, no matter which constituency we represent – board, students, faculty, staff, retirees, alumni, or community.

We share the same lofty goals for our university and the life changing difference we can make for our students. Even as our ideas may differ on how best to accomplish this task.

We will most certainly disagree over this budget and the actions called for therein, and with great passion. However, I urge that despite our different views on how to move forward, all of us find it within ourselves to respect the process, respect the debate, respect our differences, respect the changes we need to make, and above all respect each other no matter that we will not always see eye-to-eye.

We cannot well survive this difficult time if we retreat to our own corners and stop listening to each other. We must continue to work together in these toughest of times if we are to ever enjoy the successes that come with the best of times. I am open to discussing anything with anybody, to learn their ideas and how they may differ from my own. We must put parochial interests aside and in the end act in the best interests of our students. For if we can do this, we will begin rebuilding trust, and transparency, and collaboration, and all that it takes for a complex organization such as WSU to succeed.

Please remember we are all ambassadors of our university. Despite our financial woes this day, we must remember that Wright State University continues to offer a life-changing educational experience and one of the best values in the State of Ohio. The quality of the education we provide remains second to none. Students and prospective students have every reason to choose Wright State University, and all of us have an obligation towards our university to get that message out. Wright State University is not going anywhere and we are all in this to succeed and grow.

To close my remarks I would like to highlight the opportunity I believe our current difficulties may be hiding. We have a committed interim president to help us right the ship. Our next president starts work in less than three months. A new culture of teamwork and transparency is coming into being. A new day lies just beyond horizon if we have the courage to get ourselves there.

You know, I am reminded of a quote by Nathan Rothschild who is reputed to have said: "Great opportunities arise not when the violins are playing in the ballroom, but when the bombs are dropping in the harbor." Our greatest opportunities are likely to be uncovered precisely because we weathered this storm, and we will once again be the kind of university we all aspire to for our students – a

university of promise. I believe that with all sincerity and with 100% certainty. I hope you do too.

It's time to get to work. Thank you.

- **Financial Performance Measurement and Reporting**

- **Cash Forecast Report:**

Mr. Jeff Ulliman, vice president and CFO, reviewed the Cash Forecast report. There have been some minor tweaks in the "Student Payments and Other Receipts" line to better estimate the non-student payments. In other lines, not much has changed. The one time funds for the Pepsi pouring rights agreement, ODOT payments for the salt storage facility, and the revenue for the sale of the Yellow Springs property remain the same as noted in March, as does the adjustment for the loss of the Presidential Debate revenue. Overall, revenue is up about \$1 million relative to the March report.

On the outflow side, the expenses for the VRIP attrition have been consolidated into the Payroll Related expense line. Payroll expenses are down about \$1million. However, benefit expenses are higher than expected due to higher health care claims. This increase is being investigated further.

Expenses for operations have declined slightly. Debt service remains constant. Other changes have occurred this month in the category "Presidential Debate and Other" relative to "Other". There was a program review performed about a year ago by the Department of Education. The findings requested the return of some federal financial aid funds, which could amount to \$1.6 million in additional cost. This potential liability has been incorporated into the March report.

Construction expenses remain the same with one change. An entry was added for the replacement of the Millett cooling tower. While this expense is covered by a DP&L rebate, the funds were received in FY 2016. Overall, the expected cash outflow is a little worse but it is predominately driven by the potential return of federal funds.

Mr. Fecher asked where our cash balance would be at the end of June 2017. Mr. Ulliman said that currently the cash and investment balance is \$26 million. Without the second round of budget cuts, the liquidity balance would drop to \$10 million in July 2017. Continuing further into 2018 without

budget remediation, the June 2018 cash and investment balance is projected at a negative \$6 million. This is worst-case scenario and will not happen because budget cuts are being implemented.

- **Wright State Budget Report:**

This report compares the adopted budget to actual revenue receipts and actual expenses reported to date. Variations between budget and actual highlight overspending and areas for budget remediation.

Looking at the revenue side of the report, the University has collected all expected tuition and fees for the year. With the decrease in international enrollment, there is a \$9.4 million shortfall compared to the original budget expectation. Wright State received \$3.2 million in state appropriations beyond the initial budget and grants are expected to come in as budgeted. Investment income is performing well, despite the decrease in the portfolio, and is projected to finish over expectations. The impact of the Debate cancellation left a shortfall in projected revenue.

The Budget Report shows that revenue projections are down roughly \$13.2 million, which is predominately driven by the shortfall in enrollment previously discussed.

Looking at the expense side, compensation expenses are expected to exceed budget by \$7 million. The driver for this overage is the full cost of the VRIP payouts expensed in this calendar year even though structured payouts will occur over the next two years. Contracted labor/professional services are higher than predicted mostly due to legal expenses. Other expense areas are tracking well and scholarships/fellowship expenses are less than budgeted.

Overall, the Profit and Loss report shows a net negative variance from budget of about \$14.8. This, combined with the projected \$15.6 million use of reserves stated in the original budget, equates to a shortfall of about \$30 million.

A question was asked about the systems of accountability for units that exceed their budgets. Wright State's decentralized system makes it difficult to oversee every aspect of spending. However, budget checks have been implemented at the central level for procurement. For personnel expenses, the strategic hiring committee and the emergency hiring

committee have control and oversight over hiring. Credit card purchases are being monitored on the department level.

Trustee Bridges indicated that the Board is looking for assurances that once the FY18 budget is finalized and approved, there will be no further overspending or disregard of budget parameters. Mr. Ulliman indicated that there has been a culture shift with recognition of the severity of the financial problems and a campus-wide commitment through budget managers and others to adhere to rigorous controls to stay within budgets. Dr. McCray and Provost Sudkamp reiterated the full support of the administration and a commitment to hold Dean's or Vice Presidents accountable for budgetary oversight in their areas.

Trustee Moore spoke about two "big knobs" to turn; namely, revenue and compensation. Revenue is derived from enrollment. Employee compensation accounts for 70% of the budget. Managing these both of these areas is imperative.

- **Board Financial Governance Policy**

The draft Financial Policy complete with comments received from faculty, staff and administrators was shared with the committee. The Finance Committee would like to set up a Finance Committee workshop open to everyone to discuss the draft Financial Policy. Mr. Fecher invited the campus community to review the current draft and send additional comments to Mr. Ulliman for incorporation into the committee's review.

- **Investment Report**

Mr. Steve Sherbet, university bursar and director of treasury services, updated the Board on the February 28, 2017 investment report. The report was distributed to the Trustees and will be filed with the written records.

1. **Contracts for Approval \$500,000 and Above**

Mr. Keith Ralston, associate vice president for financial and business operations, presented contracts over \$500,000 under consideration and answered Board questions.

The Board discussed the use of temporary personnel (especially in terms of pending layoffs) and what role temporary personnel play in supporting the University. Contracts dealing with temporary personnel were tabled pending a review of the prioritization and

utilization process for temporary staffing.

The University enters into contracts through an outside bid process and is part of the Inter-University Council (IUC) to aggregate university buying power across the state.

Moving forward, Trustee Fecher called for a reevaluation of the contracting process. The Board is requesting a tighter process and more details to manage the appropriate level of scrutiny and control over what they are approving.

The following contracts are before the Board for approval.

<b><u>Vendor</u></b>	<b><u>Description of Services</u></b>	<b><u>Current Contract Amount</u></b>	<b><u>Previous Contract Amount</u></b>	<b><u>Term of Contract</u></b>
Wright State Physicians	Professional Services	\$7,400,000	\$6,700,000	7/01/16 – 6/30/17
Dayton Power and Light	Electric Distribution and Line Charges	\$925,000	\$975,000	7/1/17 – 6/30/18
Interstate Gas	Natural Gas	\$650,000	\$550,000	10/1/16 – 9/30/19
City of Fairborn	Water and Sewer	\$700,000	\$700,000	7/1/17 – 6/30/18
Delta Dental	Dental Insurance for Employees and Dependents	\$2,000,000	\$1,836,000	1/1/16 - 12/31/19
Securian (formally Minnesota Life)	Group Life Insurance and AD&D	\$640,000	\$663,000	7/1/12 – 12/31/19
Marsh USA Inc.	Casualty and Property Insurance for the University	\$600,000	\$600,000	7/1/17 – 6/30/18
Alpha & Omega	Custodial Services	\$932,000	\$967,000	7/1/16 – 6/30/19
Wright State Physicians	Professional Services	\$10,000,000	\$7,400,000	7/1/17 – 6/30/18
Ohio Bureau of Workers Compensation	Worker's Compensation Premium	\$500,000	\$500,000	7/1/17 – 6/30/18
Ellucian Company LP	Banner ERP System	\$765,000	\$731,095	10/1/14 – 9/30/19
Chartwells	Hospitality –	\$750,000	\$1,500,000	7/1/13 –

	Food Service			6/30/23
Pepsi	Pepsi Products	\$600,000	\$1,500,000	7/1/16 – 6/30/26
Xerox	Printing Services and Equipment	\$1,260,000	\$2,000,000	2/1/14 – 1/31/20
The Ohio State University	OhioLink	\$2,000,000	\$2,000,000	7/1/17 – 6/30/18
EBSCO Publishing	Periodical Subscription Services	\$950,000	\$950,000	7/1/17 – 6/30/18
Double Bowler Properties	Leased Properties	\$2,200,000	\$2,200,000	7/1/17 – 6/30/18
To Be Determined	Construction of Agriculture/Water Quality Building, Lake Campus	\$0	\$3,073,000	5/1/17 – 6/30/18
Barnes & Noble	Student Bookstore Purchases	\$700,000	\$700,000	1/31/16 – 1/31/21
Chartwells	Hospitality – Food Services	\$5,500,000	\$5,500,000	7/1/13 – 6/30/23
AMS-Y Ltd Partnership	Residence & Housing	\$1,000,000	\$1,000,000	3/6/1991 – 6/30/2018
College Park Ltd Partnership	Residence & Housing	\$1,500,000	\$1,500,000	3/6/1991 – 6/30/2018
Group Housing LLC	Residence & Housing	\$3,600,000	\$3,600,000	3/6/1991 – 6/30/2018
Pine Hill Acres Apt LLC	Residence & Housing	\$1,500,000	\$1,500,000	3/6/1991 – 6/30/2018
The Woods Development LLC	Residence & Housing	\$5,000,000	\$5,000,000	3/6/1991 – 6/30/2018
United Health Care	Student Health Insurance	\$3,300,000	\$3,300,000	7/1/17 – 6/30/18
United Health Care	School of Medicine Student Health Insurance	\$875,000	\$780,000	7/1/17 – 6/30/18

### RESOLUTION 17-82

WHEREAS, in order for the University to conduct business on an on-going basis, and provide products and services in a timely manner, purchases must be made; and

WHEREAS, these expenditures may exceed \$500,000; therefore be it

RESOLVED that authorization is granted for the accompanying contracts now before the Board of Trustees be, and hereby are approved.

Mr. Fecher moved for approval. Mr. Montgomery seconded, and the motion was unanimously approved by roll call vote.

- **Report of Contracts \$250,000-\$499,999**

Mr. Ralston presented contracts between \$250,000 and \$499,999. No action of the Board was required.

<b><u>Vendor</u></b>	<b><u>Description of Services</u></b>	<b><u>P.O. Amount</u></b>
IATSE Int'l Alliance Theatrical	Professional Services for Nutter Center	\$255,780
Cadre Computer Resources	Computer Security	\$434,478
Unum Life Insurance Co. of America	Insurance Premium	\$420,000
Yankee Book Peddler	Books	\$400,000
Vision Service Plan	Vision Insurance	\$370,000
Student Legal Services, Inc.	Legal Services	\$340,000
Siemens Industry Inc.	HVAC Service	\$326,486
Compass Group USA, Inc.	Wright1 Card Reimbursement	\$325,000
State of Ohio Attorney General's Office	Collection Services	\$280,000
Unum Life Insurance Co. of America	Insurance Premium	\$275,000
Vectren Energy Delivery	Natural Gas Service	\$250,000
Push Inc.	Marketing Services	\$268,570

- **2018 Budget Realignment**

Dr. Curt McCray, interim president of Wright State University, referenced the importance of Mr. Fecher's opening comments and thanked the Board for reasserting and reaffirming their fiduciary responsibility and role in governing the institution. He mentioned that humans make mistakes and that is why we protect and mitigate human frailty with systems and controls. When we fail, we



have the obligation to reassert those systems and that is where Wright State is now.

Dr. McCray came to Wright State three weeks ago at the invitation of the Board to assist Provost Sudkamp and CFO Mr. Ulliman in the development of a plan for the 2018 budget to trim \$30 million in spending and begin to replenish reserves. Moving forward, the University must adhere to a balanced budget while staying true to their mission of providing the best education for students.

Mr. Ulliman provided a review of last year's \$28 million budget realignment and those factors that make up the current budget shortfall. Wright State's actual sustainable revenues at this time are probably just less than \$300 million dollars and best estimates include a further decline in enrollment next year.

All the divisions and colleges have prepared budget scenarios utilizing a 5% reduction and a 15% reduction to their budgets. These have been shared with the Provost and Mr. Ulliman and will be incorporated into the 2018 budget plan. Mr. Ulliman presented the broad categories under consideration for reductions where spends are great enough to effect change. These categories will be further refined through additional conversations with the administrative heads of the colleges and the divisions.

Categories under consideration include:

<b>Category</b>	<b>Range</b>	<b>Estimated Savings</b>	<b>#Personnel</b>
Current Vacancies	\$3-\$5 million	\$4 million	30-50 positions
Currently Filled Positions	\$6-\$8 million	\$7 million	80-120 positions
Operations	\$7-\$10 million	\$8 million	
BSOM / Lake Campus		\$4 million	
Net VRIP Savings 2018	\$6 million	\$6 million	
Attrition/ non-VRIP	\$2 million	\$2 million	
Grad Research Waivers		<u>\$1 million</u>	
<b>Total Estimated Savings</b>		<b>\$32 million</b>	

Mr. Ulliman indicated current vacancies are positions held open by the Strategic Hiring Committee, which have helped mitigate the loss of currently filled positions. When evaluating currently filled positions, efforts are being made to identify redundancies and non-essential services.

The Boonshoft School of Medicine and the Lake Campus operate under separate budgets. They are being asked to make a contribution back to the University in the neighborhood of \$4 million. A net savings of \$6 million is expected for 2018 from the VRIP. The University presently covers the cost of graduate assistant research fee waivers on grants. Shifting these actual costs to the grants for funding would save the University about \$1million in 2018. All of these categories total \$32 million in savings.

However, this is only part of the story. The state of Ohio requires certain financial metrics and liquidity measures. To reach, and maintain, these metrics in 2019 and 2020 will require intentionally rebuilding University reserves.

Direct spending is another area being curtailed to reduce expenses. An email went out to the campus community outlining operational reductions or eliminations in travel, catering, business meals, memberships/dues, replacement of computers and furniture, consulting, and cell phone allowances. Other temporary measures under consideration include the inability to spend release time for other than instruction, and as a last resort; furloughs.

Different ways of doing business are being reviewed. These include consolidations, mergers of units, and restructuring of colleges. As mentioned before, we cannot cut our way to prosperity. Enrollment is our lifeblood and we are working hard to attract and retain students. Mr. Ulliman thanked everyone for their patience and support as we work through this process and indicated that refined plan details will be released by the end of May.

Dr. Sudkamp also extended his thanks for everyone's hard work with the budget scenarios and outlined additional opportunities to enhance the University. Ways for the University to emerge better and stronger are being explored. Ideas being considered include reconfiguring academic units, creating new programs to attract students, and centralizing academic advising, marketing, career education/development, and student success. Enrollment and retention remain critical components. "Students First" is the basis for all decisions.

Trustee Ramos reminded the Board of the importance of the total student experience both inside and outside the classroom. Trustee Bridges spoke about Wrights State's mission to meet students where they are and our continued commitment to student success. Trustee Fecher recognized the students in attendance today and

invited them and others to be a part of this process and dialogue moving forward. He challenged everyone to share out Wright State's story for transforming the lives of students and the communities we serve.

**E. Student Affairs Committee**

Ms. Ramos, chair, reported on the committee meeting on April 7, 2017.

Ms. Grace Ramos called the meeting to order and read the conflict of interest statement.

- **Student Government Report**

Student Government Association (SGA) president Lukas Wenrick and vice president Koty Johnson provided two resolutions to the Board. First, an honorary resolution was presented to the Search and Screening Advisory committee that recognized their efforts leading to the successful selection of the seventh university President, Dr. Cheryl B. Schrader. Second, a resolution was presented in opposition to the textbook provision within House Bill 49. In line with this resolution, Student Government is urging faculty to utilize less expensive course materials, and creating a "textbook committee" in collaboration with the Faculty Senate.

After completing extensive student body research, SGA provided a Dining Services report wherein four issues were discussed: reducing catering prices for student organizations, use of meal plan funds, current hours of dining facilities, and branded dining options. The biggest response of students surveyed challenged the reduction in campus dining hours.

A Social Media Return on Investment (ROI) report was presented. It demonstrated that in optimizing its digital media footprint, SGA has increased communication, brand loyalty, and gained valuable insight of the student body. Gauging student concerns, opinions, interests and involvement around campus has never been more accurate.

Incoming Student Government president Mr. David Baugham and vice president, Ms. Holley Mapel, were introduced to the Board. Trustee Ramos thanked Lukas Wenrick and Koty Johnson for their service and presented a resolution recognizing their achievements and contributions as the 2016-2017 president and vice president of SGA.

1. **Recognition of Lukas Wenrick and Koty Johnson**

**RESOLUTION 17-83**

Whereas, Lukas Wenrick and Koty Johnson were selected by the Wright State Student Body to serve as their president and vice president for the 2016-2017 academic year; and

Whereas, Lukas Wenrick and Koty Johnson have demonstrated exemplary leadership skills in their roles in Student Government; and

Whereas, Lukas Wenrick and Koty Johnson have served with distinction as advocates of the Wright State Student Body; therefore

Be it resolved, that the Wright State University Board of Trustees recognizes the achievements and contributions of Lukas Wenrick and Koty Johnson.

Ms. Ramos moved for approval. Mr. Bridges seconded, and the motion was unanimously approved by voice vote.

• **Vice President's Report**

Dr. Gary Dickstein provided an overview of the Division of Student Affairs while highlighting the many accomplishments and success stories achieved throughout the academic year. Some of those achievements include Wright State Greek Organizations completing over 12,000 hours of community service, Raiderthon raising their four-year total to \$190,000, and the Division of Student Affairs collaborating with Enrollment Management to create new recruitment and retention initiatives. Additionally, Counseling and Wellness Services provided 170 educational programs to over 4,200 campus community members, the Veteran and Military Center was ranked as a National Best for Vets school in the Military Times, and the Office of LGBTQA Affairs was given 4 out of 5 stars by the nationally recognized Campus Pride Index.

Dr. Dickstein also noted that the Division of Student Affairs currently has 147 scholarship and programming funds totaling over 1.5 million dollars. Dr. Dickstein stressed the importance of the role the departments within the Division of Student Affairs play in developing lifelong relationships between our students and the university. These relationships enhance the likelihood of contributions made to these funds.

**F. Student Trustees' Report**

Ms. Jordan Large welcomed everyone and highlighted some of the many events that have occurred on campus over the last semester. Pulitzer Prize winning journalist and advocate for the LGBT community, Jonathan Capehart, was the keynote Presidential Lecture Series speaker on March 30, 2017. Mr. Capehart held several classroom lectures on politics and journalism for students and shared his personal story with members of the campus gay and lesbian community.

Student Government Association elections were held and results are in. Mr. David Baugham was named SGA president. David is a supply chain management major, and though his leadership experience, is well positioned to lead Student Government to new heights.

The ArtsGala was held on April 8, 2017 and attended by over 800 guests. Featuring the talents of 100 student performing arts majors, the event raised \$200,000 in student scholarship donations. Ms. Large encouraged everyone to attend, and take part in, this unique experience next year.

Lastly, Ms. Large spoke about one of her classmates in the Urban Affairs program who has been an inspiration for her. Ms. Terry Lynn Davis is a non-traditional student who has wanted to attend college since she was a teen. Having spent her 32-year work life as a machinist, Ms. Davis came to Wright State to pursue her degree and her passion for grant writing for a non-profit organization serving disadvantaged children. Tomorrow she will achieve her degree while continuing to serve as a role model to her son and others that it is never too late to chase your dreams.

**G. Faculty Senate President Report**

Dr. Carol Loranger, Faculty Senate president, indicated that it has been a busy semester for the Faculty Senate. Eleven new programs of study were approved. Highlights included a new BS in Electrical and Computer Engineering Technology, new BA and BS in Public Health, and new Certificates in Medical Laboratory Science and Business Analytics. Concentrations were created in Finance Analytics, Marketing Analytics and MIS Analytics within the BSB major. A new minor in non-profit administration was created and the existing BA in Psychology was approved as an offering at Lake Campus. All of these new programs built upon existing strengths, repackaged or realigned existing coursework, or targeted student transfers from community college. An additional 20 programs were updated to enhance student retention and success. Two programs have been deactivated: Technical Study Food Science at Lake Campus and RSCOB's International Trade minor. (For additional details, see the full Faculty Senate Report under the Appendix F attachment.)

The Faculty Senate reviewed and updated academic policies. The grading system was revised to include the grade of “NR” (indicating that there is “No Record” that the student attended or participated in course effort). This grade indication offers a more accurate report for the purposes of federal financial aid. There is a similar grade of “NU” for Pass/Unsatisfactory courses.

The language proficiency policy was revised to facilitate transfer of students from other domestic universities or community colleges. The new policy allows 24 transfer credit hours with a grade of C or better (including a first year composition course) to serve as evidence of English proficiency in the absence of a standardized English testing score.

The Senate approved changes to the Faculty Constitution and passed resolutions in support of the DACA/Bridge act and the Timely Adoption of Textbooks (this last in partial response to legislative concerns that universities are not doing enough to control students’ textbook costs).

Leadership of the Faculty Senate met with incoming president Cheryl Schrader to share Faculty concerns and priorities. They also met with interim President McCray over faculty concerns regarding budget remediation, and the Board of Trustees’ Finance Committee chair Doug Fecher to go over the Trustees draft Financial Governance policy. At the Trustees request, the Senate canvassed faculty and provided feedback. The Faculty’s budget remediation recommendations have been shared with the administration and the Trustees. Testimony has also been offered to the Higher Education subcommittee of the Ohio House of Representatives on matters pertaining to HB 49.

Dr. Loranger also offered the following remarks:

Trustees, Wright State Faculty have shepherded over 2000 students through to graduation this semester; The Senate approved those names just last week. All this week my colleagues have been marking papers and exams, hearing thesis and dissertation defenses, giving up whole days to preside over capstone presentations, providing references, sometimes just sharing coffees and listening to hopes and dreams. Like you, I and we are looking forward to seeing them graduate tomorrow.

Faculty today are as informed and involved in shared governance as I have ever seen them, and newly elected officers of the Senate and of the bargaining unit are excellent leaders. We have been promised a new transparency and that our voice will be heard, and the Faculty will be looking for that.

This is my final report as Faculty President. It has been a privilege to serve the Faculty and to work with the administration and the Trustees during the past two challenging years. Thank you for the opportunity to serve.

## **XII. INVITED SPEAKERS**

Mr. Bridges reminded the invited speakers that they are here at the invitation of the Board of Trustees and are subject to time limitations for the good order of the meeting. Each speaker was allocated five minutes to address the audience.

- **David Baugham**  
**Student Government President, 2017-2018**

**Holley Mapel**  
**Student Government Vice President, 2017-2018**

Mr. David Baugham introduced himself as the new Student Government Association (SGA) president and highlighted some of the priorities and initiatives that Student Government is pursuing for 2017-2018. (Ms. Mapel was unable to attend due to a scheduling conflict with her final exam.)

Ongoing Student Government priorities include supporting and building school spirit and Raider Pride. SGA plans to continue their work with the Faculty Senate to explore ways to reduce the cost of textbooks for students while maintaining their association with the Ohio Student Government Association (OSGA) and the Inter-University Council (IUC) to represent student issues.

Mr. Baugham and Ms. Mapel ran for SGA office with a vision to “Unite and empower every Raider through the mission and legacy of Wright State University”. Building on this vision, they plan to utilize technology to facilitate greater communication, continue collaborating with faculty and administration to strengthen recruitment and retention, and strongly represent Wright State to the regional community. They promised a Student Government that is well informed and educated on issues and one that approaches challenges with a solution orientation.

- **Max Carone**  
**Education First Coalition and student**

The Education First Coalition is a group of concerned individuals formed on the belief that putting education first in all the decisions will allow Wright State to reach its ultimate potential to change the lives of students and positively affect the communities served.

Mr. Max Carone, Wright State student, and lead organizer of the Education First Coalition, spoke to the Board about the concerns of students relative to the current budget challenges. He indicated that students are fearful that budget realignment proposals will cut into the academic priorities of Wright State and cause elimination of programs, delays in graduation, loss of specialized skill attainment, and lead to increased student debt.

Citing his favorite student demonstration sign that read: “I pay for Education, not Administration”, he asked the Board to reduce administrative bloat while prioritizing education and students. He explored the charge given to interim president, Dr. McCray, to maintain Wright State’s Division I Athletic ranking during budget reductions. Mr. Carone questioned the model that subsidizes Athletics to the detriment of education and that allows education to be managed like a business with increased class sizes and the use of adjuncts to reduce labor costs.

He challenged the Board to review their priorities and reminded them that the public has entrusted them with this great responsibility to put education at the forefront of every decision moving forward.

- **Jerry Hensley**  
**Unclassified Staff Advisory Council President**

Mr. Jerry Hensley offered the following remarks on behalf of the staff at Wright State University:

Thank you chair Bridges, vice chair Fecher and fellow Board members for extending the invitation to address the Wright State University Board of Trustees. My name is Jerry Hensley and I am currently serving as the chair of the Unclassified Staff Advisory Council. I am joined today by Tom Fortener, who serves as chair of the Classified Staff Advisory Council. Together, we co-chair the Wright State Staff Council.



My remarks today are intended to communicate thoughts, feelings and emotions of the entire staff at Wright State. You have been provided with a written transcript of these remarks as well as they will be published on the Staff Council website.

The staff of Wright State University appear to be targeted to absorb the majority of the upcoming reduction in force. As employees, we are mostly unrepresented by a bargaining unit and most of us have no job protections. We have traditionally been the soft place to land in times of crisis and reduction. It is important that the function of staff is widely understood and not simply represented by a spreadsheet or budget book. The contributions of staff to the sustainability and financial soundness of Wright State seems to be a topic that gets drowned out by other conversations taking place around the campus community and in the media.

The staff of Wright State University are involved in the recruitment of students, months and sometimes years, before they set foot on campus. We are the hands that carry their precious belongings up several flights of stairs on Move In day. Staff are the ones processing their applications for admission, financial aid and assisting them in selecting their courses and majors. WSU staff are the ones who pick up the phone when they are in need of assistance while navigating the complexities of higher education. We, the staff, are continuously engaging students and their families as they matriculate. We are providing them with student employment opportunities and supervision that improves their soft skills and better positions them for professional careers. It is this day to day interactions; the willingness to help them find a job once the coursework is complete and the degree is conferred that cements their citizenship in the WSU community and extends their lineage to include the Wright State family. The commitment of the staff of this university never ends, as students become alumni, donors, graduate students, parents of future students, and even employees of the University that they have grown to love.

We are the ones there to pick up the pieces when the plan A needs a plan B. When Thanksgiving arrives and students find themselves without their immediate family, it is mostly staff who provide a meal at Raiders Giving. The classroom is a critical component of a student's journey, but the hours spent there are consumed by the act of instruction and learning. The

hours spent obtaining support services, working elbow to elbow as a student employee or simply working through the challenges that they face in trying to fulfill their hopes and dreams is what proves to them how valuable they are and that they belong at WSU.

I would like to close by making a few very specific points. First, thank you. Thank you for providing us a few opportunities to feel like we are welcome in your conversations. Thank you for your voluntary service and your commitment to a university in crisis. Thank you for allowing us to be a part of finding our new president. And overall, thank you for the promises you have made to create transparency, identify a single financial truth, and establish a new culture that will fulfill the obligations to our students and achieve the levels of excellence that we as staff are dedicated to.

Second, there is a lot of work left to do. There are opportunities to grow. Can we evolve to a model of shared governance where staff have an actual voice? Is it possible to stream and record the Board of Trustees meetings so that staff can be engaged and not have to leave their posts and deny a student the services they provide? Can we get information out to staff in a timely manner, possibly before Cox Media Ohio? Can we better forecast our revenue and expenditures so that staff can go home and tell their families that their jobs will be there next week, next month or hopefully in the next fiscal year?

Lastly, I have been given a responsibility so great that it overwhelms me. I have been asked to convey the wide range of emotions that staff are experiencing. We are angry at the negligence and lack of accountability that has brought us here, we are saddened by the impact on enrollment and the students we care so much about, we are scared, very scared that what we are so invested in will divest itself of us. We are anxious, nervous, confused and untrusting.

But hear me clearly, when I say this. The circumstances we face are largely no fault of the rank-and-file, the outcomes are disproportionately impacting us, and we are defenseless. It is our goal to ensure that the silence of our tears and the tremors in our voices do not distract us from the beating of our hearts that so passionately serve this institution. If instruction is the backbone of Wright State University, then the staff are the vital organs.

Thank you.

- **Tina Heigel**  
**University Controller**

Ms. Tina Heigel, university controller, reflected on her wonderful experience as a member of the first cohort of the Wright Leader Academy.

The Wright Leader Academy was envisioned, created and facilitated by the Wright State University Human Resources department. It was created to develop and strengthen leaders on our campus community and to promote a culture of excellence for supervisory and leadership positions. It was designed as a cohort program intended to foster collaboration and team building. Our cohort included 12 members with representation from staff, faculty, and academic units as well as administrative offices. Our group met one day each month for eight months. That may not seem like a lot of time but in that limited time we did become very close. We have formed important relationships and connections that are allowing us to grow our networks and increase our ability to be high performing contributors on this campus. There is no disputing that the University is in a challenging place and everyone is very busy with their day-to-day responsibilities. This program provided us with the invaluable opportunity to take the time to dedicate to our professional development on two different levels. On one side, we looked at our personal leadership styles and characteristics. On the other side, we learned more about the overall functions of the University and the interplay of the departments.

To help us understand and develop our personal leadership characteristics and skills we heard from subject matter experts on topics about things such as executive presence, communication, and even emotional intelligence. We were given the unique opportunity to participate in a 360 evaluation. We learned about core-strengths and how to build effective teams using those strengths. We were challenged to develop our communication and leadership styles and even our vision. More importantly, we were given tools and materials to enable us to continue our personal growth going forward.

The other aspect of the program, as I mentioned earlier, was about learning the intricacies of the functions of the University. This involved having visits from various executives who came to speak with our group. We were grateful to them for helping us not only learn about their contributions to this university but for sharing their personal journeys: learning about their individual philosophies, their leadership styles, best practices and even a few lessons they learned the hard way.

We are honored to have been given the opportunity to be members of the inaugural class of Wright Leader Academy. We have grown individually and as a group. It was an eye opening experience; encouraging each of

us to examine ourselves from a different perspective and to strive for our own personal level of excellence. As a result, of the Wright Leader Academy, we are more aware of the challenges faced by this university and by higher education in general. We have a deeper appreciation for the significance of the impact that we have on our roles and we are better prepared to be of service to this university, to our students, to faculty and staff.

Many members of the cohort group are here in attendance and I would like to ask them to stand and be recognized. I want to thank each-and-every one of them for participating in this group. Their support, their openness and even their vulnerability was a significant contribution to the success of the program. We want to thank the leaders in our units for allowing us the opportunity to participate in the program and to support this initiative. We would like to thank Shari Mickey-Boggs for championing this initiative and for Jennifer Kostic for being our strongest sponsor. We would also like to thank the University leadership because they sponsored the development of this program and they encouraged it to continue for another cohort group next year. Finally, we acknowledge the generosity of Becky Cole and her team at the Foundation for their assistance in funding for next year's cohort group. Just as the idea of paying it forward spreads the fruit of generosity, this program will definitely pay dividends going forward in both helping the University develop its' most valuable resource, its' people, and in helping us pursue our university mission.

### **XIII. UNFINISHED BUSINESS**

### **XIV. NEW BUSINESS**

1. Lake Campus Commencement – April 28, 2017  
Grand Lake Galleria Banquet Room
2. Main Campus Commencement – April 29, 2017, Nutter Center,  
Breakfast – 8:30 a.m., Commencement 10:00 a.m.
3. Finance Committee Meeting – May 19, 2017
4. Science Olympiad – May 20, 2017 – Various Campus Locations
5. Boonshoft School of Medicine Commencement – May 26, 2017  
Victoria Theater, Commencement – 6:30 p.m.
6. Budget Presentation – June 8, 2017, 8:30 a.m. – 10:30 a.m.
7. School of Professional Psychology Commencement – July 21, 2017,  
2:00 p.m., Apollo Room, Student Union
8. Fall Move-In Day – August 24, 2017

### **XV. ADJOURNMENT**

### **XVI. APPENDIX - WRITTEN REPORTS**

- A. Advancement Report
- B. Communications Report
- C. Enrollment Management Report
- D. Marketing Report

## **XVII. APPENDIX - WRITTEN REPORTS**

### **A. Advancement Report**

**WRIGHT STATE UNIVERSITY  
BOARD OF TRUSTEES**

**Advancement Committee Report  
March 2017**

1. Alumni Relations Report
2. Wright State Foundation Financial Report
3. Development Report
4. Comprehensive Campaign Report

**Advancement Committee Report  
Alumni Relations Report  
March 2017**

**Updates:**

**Dayton Alumni Council**

- In an effort to engage more alumni in the Greater Dayton area, leaders from the Greater Dayton Alumni Network, in conjunction with local alumni society leadership, continue to meet on a quarterly basis. This group is currently planning a Wright State Alumni Service Day. The event will be held in late October or early November. Alumni leaders will work with local nonprofits to set up service sites and alumni will be invited to register for a day of service and choose their preferred service site.

**The 50<sup>th</sup> Anniversary of Wright State**

- Many of the events that the Alumni Relations team and Alumni Association are planning this year will promote the 50<sup>th</sup> anniversary of the university. Homecoming weekend 2017 will be held on Friday, September 29 – Sunday, October 1. The following events will be held during the weekend:
  - Reunion of the founding classes (1967-1971)
  - Black Alumni Reunion
  - Greek Alumni Reunion
  - Guardian and Radio Station Alumni Reunion
  - Student Government Alumni Reunion
  - Residence Life and Housing Alumni and Staff Reunion
  - Campus Rec and Student Union Administrative Student Staff Alumni Reunion
  - Alumni College with many events open to the public sessions
  - COSM Pub Science
  - CEHS Trivia Night
  - Alumni Achievement Awards
  - Homecoming Festival
  - Legacy Scholarship Brunch
  - Campus Tours

**Life After Wright State '17 Senior Series**

- This year's Life After Wright State kicked off with our second annual Wine & Canvas Night, where both alumni and students came together to paint an iconic scene of Wright State. We had 35 students and alumni in attendance.



We also welcomed *New York Times* bestselling author, Kelly Williams Brown, to campus in March to talk to students and the community about “Adulthood.” Kelly spent the morning with students from the Mass Communications Department & *The Guardian* Newspaper who were interested in learning about how Kelly went from an editor of her college newspaper to a *New York Times* bestselling author. Kelly was also featured on *Living Dayton* in the afternoon to promote the evening talk on campus. Prior to her public talk, Kelly spent some time with nearly 40 young professionals from across the Dayton region. The Alumni Association partnered with Generation Dayton, UpDayton, Graduates of the Last Decade, and Junior Force Council for this event. Kelly’s visit was topped off with a public talk on campus where 80 people attended.

Upcoming events for this year’s Life After Wright State Series is a Speed Networking event with Wright State alumni & students. We currently have 10 alumni mentors confirmed and nearly 20 students. Later this spring, we will host our annual Senior Picnic, late-night happy hour, and Mud Volleyball Tournament.

#### Washington D.C. Tour

- The Alumni Association is excited to announce a new tour program has been added to its list of programs for alumni. Raiders on Tour is a new program designed to provide alumni with unique travel experiences on a smaller budget and timeframe. Existing trip/tours that are now a part of the Raiders on Tour include our most popular tours, The Bourbon Tour & the Cincinnati Reds trip. New to the tour program is our Indiana Wine Trail Tour & the Washington D.C. tour.

In late August of this year, the Alumni Association is inviting faculty, staff, students, alumni, and history buffs alike to join us for our first annual Washington D.C. tour. This four-day, three-night tour will include stops at Thomas Jefferson’s Monticello, George Washington’s Mount Vernon, the Smithsonian’s brand new African American History & Culture Museum, and much more! We are also excited that Dr. Noeleen McIlvenna, commonly known as Dr. No to students and colleagues, will be joining us on the tour as the “Faculty-on-Tour”. Dr. No is a Professor in the Wright State History Department and specializes in Colonial American History.

#### Upcoming Wright State Alumni Events: (Find more information at [wrightstatealumni.com](http://wrightstatealumni.com))

March 24 – 9 to 5 performance and reception  
March 28 – LAWS: Student and Alumni Speed Networking  
April 1 – Cincinnati Red Futures Game  
April 13 – LAWS: Senior Send-Off Picnic  
April 14 – Amigos Latinos Alumni Society silent auction at Amigos Latinos Gala  
April 15 – LGBTQ & Ally Alumni Society reception at the Lavender Graduation  
April 19 – CONH Alumni Wine Tasting  
April 25 – LAWS: Finals Week Happy Hour @ Fox and Hound  
April 30 – MPAAS Alumni and Student reception

June 10-11 – Alumni Domestic Trip (Vineyards, IN, KY)  
July 17 – NLAAS Guest Bartender Event @ Fifth Street Brew Pub  
July 23 – Wright State Kings Island Day  
August 5 – Cincinnati Reds Trip  
August 24 – 27 – Washington D.C. Alumni Tour, History of Colonial America  
Sept. – Alumni Domestic Trip (Bourbon Trail Tour)  
Sept. 29 – Oct. 1 – Homecoming 2017, Wright State 50th Anniversary

**Advancement Committee Report  
Wright State University Foundation Report  
March 2017**

Positive market performance since the last report has continued to bolster the Foundation's fiscal condition. Our endowment portfolio has returned a solid 8.82% for the first eight months of FY17. That return is 106 basis points (bps) better than its associated composite benchmark. Longer-term returns are also trending higher, although they continue to lag their benchmarks. Thus far this year, the biggest gainers have been equities (+11.9%), multi-asset strategies (+11.0%) and alternative assets (+12.8%). Fixed income investments have also contributed a positive 2.6% return for the year. Within the equity space, small cap issues have outperformed large cap and international stocks have been led by emerging market returns. Although fixed income investments have performed modestly for the year, a notable exception has been high yield investments, which have returned over 12%. Although it started off slow, our investment in energy sector distressed debt is now paying off handsomely. This investment has returned 24.7% for the year. Our multi-asset strategy, which provides discretion to our investment manager so as to capture returns based on current market performance, has returned 15.9% for the year. Private equity returns (although not counted in the overall portfolio return due to the lack of an appropriate benchmark) have also added to the portfolio's overall return. Our endowment portfolio ended February with a value of \$78.5 million, up \$2.5 million since the beginning of the fiscal year (net of \$4 million in capital withdrawals). Asset allocations remained stable during the period and within tolerances established by the Foundation's investment policy statement.

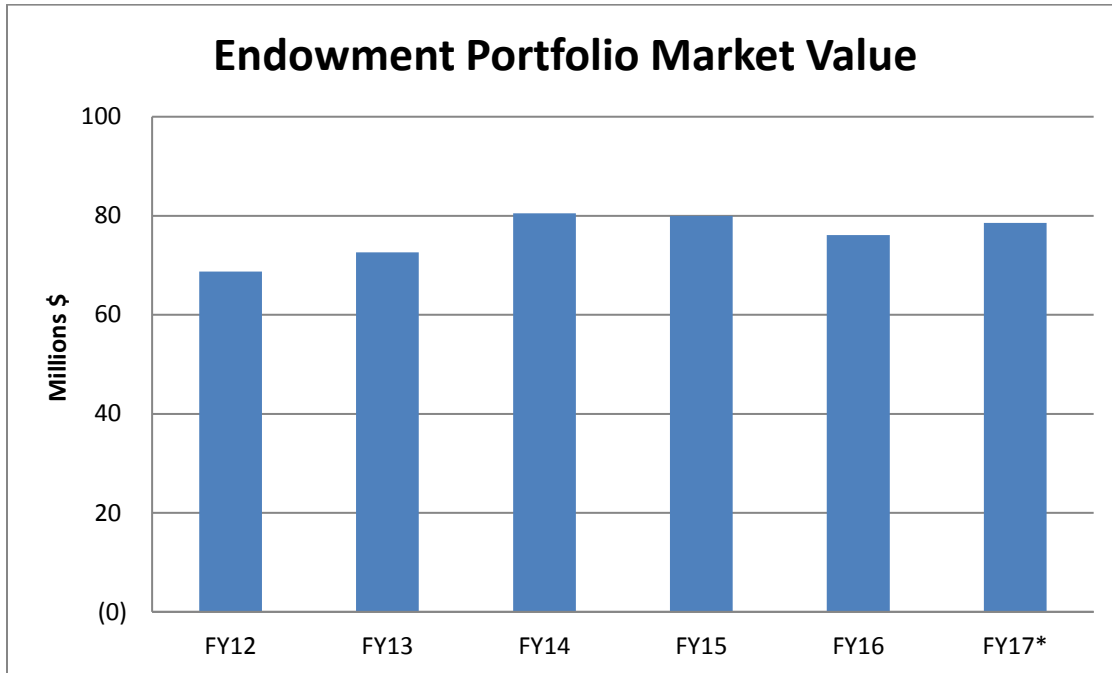
The strongly positive investment gains described above have bolstered the Foundation's unrestricted net asset position throughout the fiscal year. Our reserve ended the month of February with a value of \$6.6 million, up 26% since last July 1st. The reserve continues to be lower than we would like due to the Foundation's recent support of the University's fund-raising campaign, branding initiative, and special events, such as the Tom Hanks visit. A recent University decision to eliminate lease payments to the Foundation for space occupied by University units in the Foundation Building will also likely have a negative impact on the Foundation's future financial position.

The Foundation's current endowment portfolio composition, including target allocations, actual allocations, and market values, as of February 28, 2017, is presented below:

**Endowment Portfolio Composition**

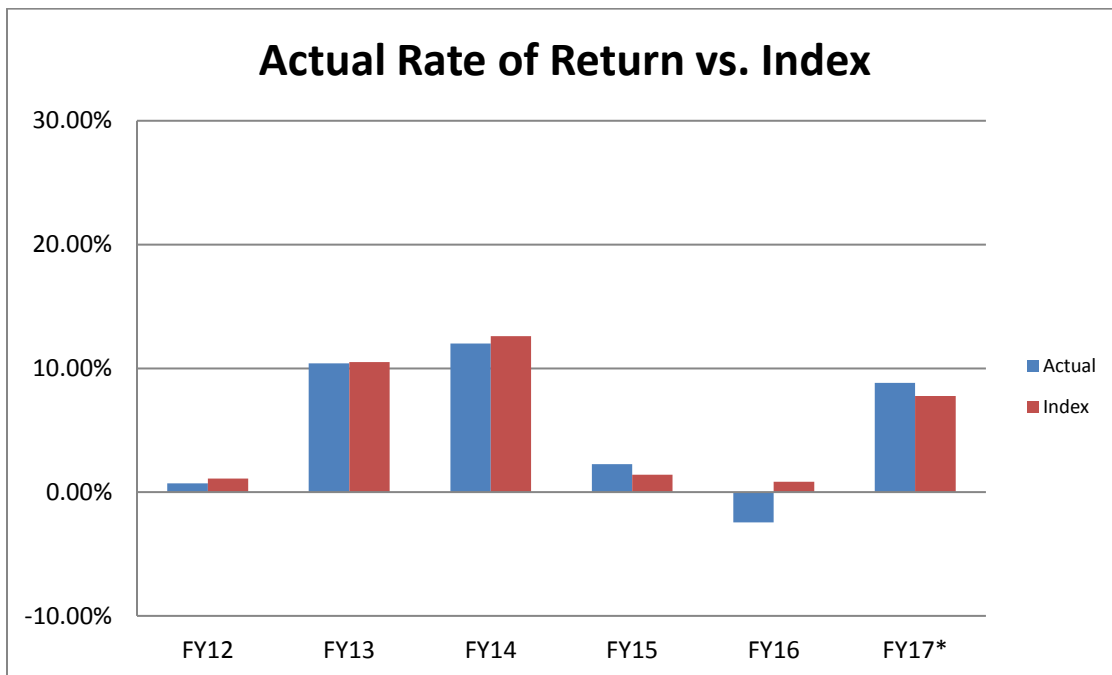
<b>Asset Class</b>	<b>Target Allocation</b>	<b>Actual Allocation</b>	<b>Market Value February 28, 2017</b>
<b>Equity</b>	<b>42%</b>	<b>44%</b>	<b>\$34,275,607</b>
<b>Fixed income</b>	<b>24%</b>	<b>23%</b>	<b>18,016,438</b>
<b>Multi-asset</b>	<b>14%</b>	<b>14%</b>	<b>11,455,787</b>
<b>Hedge funds</b>	<b>8%</b>	<b>8%</b>	<b>6,123,713</b>
<b>Private equity</b>	<b>8%</b>	<b>6%</b>	<b>4,768,232</b>
<b>Energy Debt</b>	<b>4%</b>	<b>5%</b>	<b>3,657,133</b>
<b>Cash &amp; equivalents</b>	<b>0%</b>	<b>0%</b>	<b>251,828</b>
<b>Totals</b>	<b>100%</b>	<b>100%</b>	<b>\$78,548,738</b>

### Endowment Value



\* Through February 28, 2017

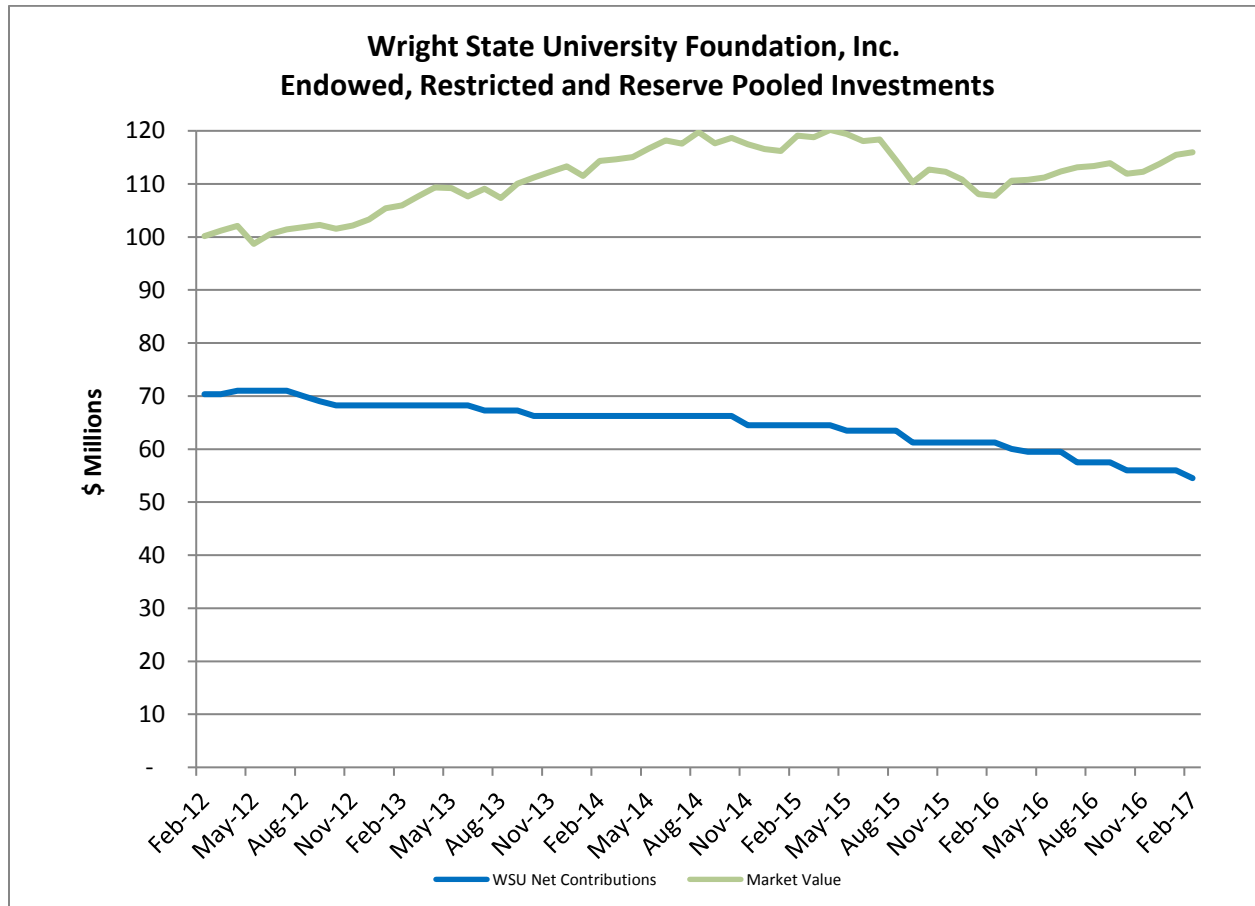
### Endowment Historical Rates of Return



\* Through February 28, 2017

The index is composed of various market indices of like asset classes in the same proportion as the Foundation's approved asset allocation as defined in its Investment Policy Statement (IPS).

**All Portfolios Value vs. Contributions**



# WRIGHT STATE UNIVERSITY FOUNDATION, INC.

## Report of Fundraising Totals By Source and Unit

Fiscal Year-to-Date to February 28, 2017

(including totals from prior fiscal year)

### BY SOURCE

SOURCE	CASH <sup>1</sup>	PLEDGES <sup>2</sup>	IRREVOCABLE DEFERRED GIFTS <sup>3</sup>	GIFTS OF PROPERTY <sup>4</sup>	REVOCABLE DEFERRED GIFTS <sup>5</sup>	CURRENT FYTD TOTALS	PRIOR FYTD TOTALS
Alumni	\$590,650	\$68,900	\$0	\$4,095	\$950,000	\$1,613,645	\$6,141,918
Corporations	740,133	43,000	0	807,249	0	1,590,382	2,585,315
Foundations and Organizations	715,714	0	0	10,102	0	725,816	3,429,556
Friends	446,052	29,395	10,000	25,967	0	511,414	733,993
<b>CURRENT FYTD TOTALS</b>	<b>\$2,492,549</b>	<b>\$141,295</b>	<b>\$10,000</b>	<b>\$847,413</b>	<b>\$950,000</b>	<b>\$4,441,257</b>	
<b>PRIOR FYTD TOTALS</b>	<b>\$2,312,646</b>	<b>\$3,983,989</b>	<b>\$750,000</b>	<b>\$1,612,147</b>	<b>\$4,232,000</b>		<b>\$12,890,782</b>
<b>% CHANGE FROM PRIOR FISCAL YEAR</b>	<b>7.8%</b>	<b>-96.5%</b>	<b>-98.7%</b>	<b>-47.4%</b>	<b>-77.6%</b>	<b>-65.5%</b>	

### BY UNIT

UNIT	CASH <sup>1</sup>	PLEDGES <sup>2</sup>	IRREVOCABLE DEFERRED GIFTS <sup>3</sup>	GIFTS OF PROPERTY <sup>4</sup>	REVOCABLE DEFERRED GIFTS <sup>5</sup>	CURRENT FYTD TOTALS	PRIOR FYTD TOTALS
Boonshoft School of Medicine	\$272,939	\$16,065	\$0	\$614,400	\$0	\$903,404	\$452,541
College of Education & Human Services	20,393	7,417	0	0	0	27,810	58,990
College of Engineering & Computer Science	192,459	10,200	0	0	0	202,659	477,681
College of Liberal Arts	192,457	26,155	0	72,576	0	291,188	438,452
College of Nursing & Health	87,390	10,150	0	4,467	0	102,007	292,379
College of Science & Math	125,417	9,250	0	0	250,000	384,667	4,672,473
Curriculum & Instruction	61,171	50	0	0	0	61,221	15,622
Enrollment Management	36,805	1,260	0	0	0	38,065	61,561
Intercollegiate Athletics	358,615	0	0	0	0	358,615	1,398,379
Lake Campus	21,825	43,125	0	2,000	0	66,950	1,033,676
Other	540,455	17,145	10,000	153,570	0	721,170	1,225,893
Raj Soin College of Business	194,162	50	0	0	450,000	644,212	419,749
School of Professional Psychology	13,850	10	0	0	100,000	113,860	9,425
Student Affairs	122,576	58	0	400	150,000	273,034	76,734
University College	200,000	0	0	0	0	200,000	2,200,100
University Libraries	52,035	360	0	0	0	52,395	57,127
<b>CURRENT FYTD TOTALS</b>	<b>\$2,492,549</b>	<b>\$141,295</b>	<b>\$10,000</b>	<b>\$847,413</b>	<b>\$950,000</b>	<b>\$4,441,257</b>	
<b>PRIOR FYTD TOTALS</b>	<b>\$2,312,646</b>	<b>\$3,983,989</b>	<b>\$750,000</b>	<b>\$1,612,147</b>	<b>\$4,232,000</b>		<b>\$12,890,782</b>
<b>% CHANGE FROM PRIOR FISCAL YEAR</b>	<b>7.8%</b>	<b>-96.5%</b>	<b>-98.7%</b>	<b>-47.4%</b>	<b>-77.6%</b>	<b>-65.5%</b>	

<sup>1</sup> Cash, checks, credit cards, electronic transfers, matching gifts, insurance premiums, etc.

<sup>2</sup> Conditional, deferred, irrevocable and revocable pledges.

<sup>3</sup> Charitable gift annuities, charitable lead trusts (CLTs), charitable remainder trusts (CRTs), life estates, pooled income funds, Foundation-owned insurance policies, etc.

<sup>4</sup> Gifts-in-kind, real property (land and buildings), tangible personal property (vehicles, equipment, books, art, auction items, etc.), intangible personal property (patents, copyrights, etc.), etc.

<sup>5</sup> Bequest intentions, donor-owned insurance policy beneficiary, donor-owned retirement asset beneficiary, etc.

# WRIGHT STATE UNIVERSITY FOUNDATION, INC.

## Report of Total Receipts: Cash and Gifts-in-Kind For the Month Ended February 28, 2017 and 2016

### MONTH-TO-DATE

GIFT SOURCE	FEB 2017		FEB 2016		PCT. CHANGE	
	DONORS	DOLLARS	DONORS	DOLLARS	DONORS	DOLLARS
Alumni	285	\$35,112	482	\$331,326	-41%	-89%
Corporations	28	95,464	51	101,265	-45%	-6%
Foundations and Organizations	11	235,006	12	84,212	-8%	179%
Friends	387	40,575	231	63,020	68%	-36%
<b>SUBTOTAL CASH RECEIPTS</b>	<b>711</b>	<b>\$406,157</b>	<b>776</b>	<b>\$579,823</b>	<b>-8%</b>	<b>-30%</b>
Gifts-in-kind	12	2,442	16	55,572	-25%	-96%
<b>TOTAL ALL RECEIPTS</b>	<b>723</b>	<b>\$408,599</b>	<b>792</b>	<b>\$635,395</b>	<b>-9%</b>	<b>-36%</b>

### FISCAL-YEAR-TO-DATE

GIFT SOURCE	FY2017		FY2016		PCT. CHANGE	
	DONORS	DOLLARS	DONORS	DOLLARS	DONORS	DOLLARS
Alumni	1,429	\$786,008	2,309	\$1,350,411	-38%	-42%
Corporations	208	1,335,502	202	1,681,467	3%	-21%
Foundations and Organizations	61	1,650,310	56	1,746,915	9%	-6%
Friends	1,335	662,070	1,677	898,996	-20%	-26%
<b>SUBTOTAL CASH RECEIPTS</b>	<b>3,033</b>	<b>\$4,433,890</b>	<b>4,244</b>	<b>\$5,677,789</b>	<b>-29%</b>	<b>-22%</b>
Gifts-in-kind	40	847,413	55	1,612,147	-27%	-47%
<b>TOTAL ALL RECEIPTS</b>	<b>3,073</b>	<b>\$5,281,303</b>	<b>4,299</b>	<b>\$7,289,936</b>	<b>-29%</b>	<b>-28%</b>

## **Advancement Committee Report Development Report March 2017**

### **Planned Giving Update**

For fiscal year 2017 through February, a total of nine planned gifts were closed with a projected value of \$1,815,000. One of the gifts was a charitable gift annuity; the remainder are bequests. Nine additional planned gifts are in discussion with an estimated projected value of \$2,335,000. Twenty-eight planned gifts are in early stage discussions with unknown projected values at this time.

The third of three special events (reception and theatre performance of 9-5) was held on Saturday, March 25<sup>th</sup>. These events (reception and special seating at the Presidential Lecture with Dan Rather and a basketball game in the President's Suite) were the initial programs conducted with the goal of maintaining engagement with planned giving donors who are members of the Katharine Wright Legacy Society. As donors with long-term gift commitments, this strategic stewardship program was created through Donor Relations to specially steward planned gifts to Wright State.

A direct mail planned giving marketing piece, designed to engender feelings of nostalgia in this, our anniversary, year, was sent to approximately 18,000 alumni, friends, and faculty/staff/retirees in late April. Its goal was to provide information on planned giving options and encourage planned gifts.

### **Annual Giving Update**

Annual gift solicitation (gifts of up to \$10,000) will be more significant during the broad-base appeals made during the public phase of the Rise. Shine. Campaign. Besides enabling the broad constituency base to participate in the Campaign and build toward reaching its overall financial goal, this effort will build the platform for future fundraising efforts by engaging more donors, increasing current individual giving levels, and identifying new major gift prospects.

### **Fall Direct Mail Appeal**

The annual fall direct mail appeal began on November 1 and included 12 unique segments. It was customized with students in each academic or interest area. The appeal was expanded this fall to include friends. Historically friends were not solicited as part of our fall direct mail, however with the suspension of Phonathon due to the reductions in the Advancement budget it is important that we take new measures to reach our friend donors in the fall.



Initiatives include:

- Encouraged donors to jump up to the next giving society
- Strategic donor amounts suggested based on their previous giving history
- College priority funds and the WSU Excellence Fund are highlighted as funds to designate gifts to
- Decreased the non-donor segment in an effort to increase ROI

### **Fall Appeal – Multi-Channel Strategy**

Introduced a new Student Development Officer (SDO) multi-channel integrated marketing approach. Seven segments had an SDO featured in the direct mail piece. In addition, there was a video email campaign integrated into the direct mailer. A teaser email was sent 3-5 days prior to the arrival of the mailer, followed by a second video email featuring a 90 second video of the student highlighting them and their story and last a third video email serving as a thank you.

### **Fall Appeal Results**

90 day results FY17	\$95,165	489 gifts
90 day results FY16	\$83,530	386 gifts

### **2017 CSIC – Campus Scholarship and Innovation Campaign: 50 Years, See the Change. Be the Impact.**

The annual faculty, staff, retiree campaign launched on Thursday, March 9<sup>th</sup>. Results through week 1, nearly \$200,000 and 22% participation. The 50 day (7 week) campaign will conclude on April 28.

Retiree strategy will be developed with the Retirees Association and solicitation for our retirees will take place in the spring.

2016 results, \$736,000 with 50% participation compared to 2015 results, \$820,049 with 59% participation.

### **Spring Phonathon**

In a year without traditional Phonathon, several strategies will be implemented.

Mini campaigns:

- BSOM, January
- Parents, March and April
- Donors who have historically given through Phonathon in the last three years, March and April

**Advancement Committee Report**  
**Rise. Shine. *The Campaign for Wright State University***  
**March 2017**

**Comprehensive Campaign Activity**

- Gifts and pledges of \$163,342,677 have been recorded as of 1/31/2017
- Tracking of the four donor classifications includes these totals:

Alumni	\$32,952,748	20.2%
Friends	\$38,782,287	23.7%
Corporations	\$76,650,249	46.9%
Foundations	\$14,957,677	9.2%

- Gifts have been committed in these three areas:

Individuals	\$48,157,805	(students and their success)
Environments	\$68,149,670	(capital projects)
Innovations	\$47,035,486	(programmatic investments)

- Types of gifts:

Gifts of cash	\$37,135,253
5-year pledges	\$38,534,138
Planned gifts	\$37,723,391
Gifts in kind	\$49,950,180

**Campaign Conclusion:** June 30, 2017 (extended from 12/31/16 to record all gifts in current discussion)

**Campaign Impact to Date:**

- Total donors to Rise. Shine. total 30,681
- First-time donors to the campaign total 17,154
- Total in alumni donors is 12,880 with 5,267 being first-time contributors

**Campaign Emphasis:**

- Refining strategic initiatives for continuation through the end of the fiscal year (6/30/17)
- Focusing on continuing to raise scholarship support for need-based funds
- Developing fundraising strategies for emphasis post-campaign including the Archives project

## **APPENDIX - WRITTEN REPORTS**

### **B. Communications Report**

## Communications Report Office of Communications March 2017

Public relations, media relations and internal communications play a vital role in university operations and branding. Communications staff view interactions in each of these disciplines as invaluable opportunities to strengthen how people view Wright State. Our strategy is to build our brand largely through aggressive and sustained brand journalism. This strategy is supported by the creation of materials that can be used to create repeated positive mentions in the external news (earned media), and increase university-wide awareness and brand advocacy through sharing and posting on internal channels (owned and social media).

### Public Relations & Media Relations

Office of Communications staff fulfill this role in large part by highlighting brag points and feel-good stories through creating high-quality articles and videos that are posted to the [Wright State Newsroom](#) and distributed across university websites and on university social media channels. Newsworthy stories are identified by staff and leveraged as pitch tools to external media.

### **Data:**

*The January 4 — March 17, 2017, public relations metrics are as follows:*

#### **Total**

- *External Media Clips: 817*
- *Positive External Media Clips: 602*
- *Positive Advertisement Value: \$575,919.05*

*This number was largely driven by: Positive coverage of the presidential search, Dan Rather visit coverage and many other smaller stories.*

*Outlier clips: Also during this period, the two episodes of Jeopardy! featuring Wright State student Emily Bingham re-ran across the country in syndication. Their positive advertisement value is estimated at: \$9,470,974.34.*

*Verbatim clips: During this period, at least 25 times the media used stories and videos exactly as Communications staff created them. Their portion of the positive advertisement value total is estimated to be \$52,807.74.*

- *Negative External Media Clips: 215*
- *Negative Advertisement Value: -\$297,747.45*

*This number was largely driven by: President Hopkins stepping down, Fendley/McCance lawsuits, more budget cuts likely coming, campus crime alert for bathroom peeper, hiring freeze, spring enrollment down, WSU lost \$1.7M on debate.*

**Media clips:** *Defined as external news stories about Wright State (most often) or stories that mention Wright State.*

**Positive Advertisement value:** *External media coverage that results in positive exposure for Wright State's brand, the value of which is derived by the amount in dollars that Wright State would have had to pay to advertise in the same space or time that our clips were used in the news. (Provided by contracted vendor Vocus/Cision, TV Eyes)*

**Negative Advertisement value:** *The inverse of Positive Advertisement value. External media coverage that is unquestionably negative for Wright State's brand, the value of which is derived by the amount in dollars that Wright State would have had to pay to advertise in the same space or time that our clips were used in the news. (Provided by contracted vendor Vocus/Cision, TV Eyes)*

**Verbatim clips:** *Stories or videos written/produced by Communications staff that were printed or broadcast by external news sources exactly as they were created by our staff.*

### **Communications (internal)**

Communications staff members write, edit, and post hundreds of Newsroom stories each year that post to websites across campus. Stories are also shared through university social media channels. The office also distributes campus-wide email messages from the administration, crime warnings and emergency messages, among many others.

### **Data:**

*The Office of Communications made 133 posts to the Wright State Newsroom from January 4 — March 17, 2017. Of those posts, 107 of them were original content Newsroom stories and videos about Wright State and its people while 26 were posts sharing positive external coverage of the university.*

*Also during that time, Communications sent 81 campus-wide email communications. Forty-seven of those messages were on behalf of colleges, units and other campus organizations. The rest of the messages were sent on behalf of the president, the Board of Trustees, the administration or police.*

## **University Initiative Participation**

The Office of Communications is an active participant in university-wide strategic initiatives, university search committees, and state associations including the Wright State University Presidential Search & Screening Advisory Committee, Tobacco Free Campus Committee, Emergency Management Committee, 50<sup>th</sup> Anniversary Committee, Homecoming Steering Committee, Enterprise Print Initiative, Total Compensation Advisory Committee, Internal Communications Working Group, Horizon League Ad Hoc Strategic Messaging Group, and the Inter-University Council of Ohio public relations committee.

*Formerly, Communications staff were members of the 2016 Presidential Debate Planning Committee, Debate Operations Committee, Debate Media Relations Working Group, Debate Media Advisory Board, and the Tom Hanks Visit Media/PR Committee.*

## **APPENDIX - WRITTEN REPORTS**

### **C. Enrollment Management Report**

WRIGHT STATE UNIVERSITY  
BOARD OF TRUSTEES

Enrollment Management Report  
April 7, 2017

1. Early College High School Programs

- College Credit Plus students overall performed well for Fall '16 semester. With (1,179) grades being given out, average Fall '16 cumulative grade point average was 3.229 with 93% passing.
- CCP students are now applying for the '17-18 school year using the new online application. Currently, over (600) CCP students have applied so far for the next school year.
- Wright State attended over (25) College Credit Plus nights in our local school districts working with students/families to inform them on CCP processes and options on our campus.

2. Undergraduate Admissions / Recruitment / Enrollment Processing

- Our spring Raider Open House was held on Saturday, March 11 and included invitations sent to high school seniors and transfer students. (293) students and an estimated (600) guests attended the Raider Open House. (97%) of the survey responses from students indicated that the student's interest level in Wright State increased after attending Raider Open House.
- The undergraduate recruiters are participating in spring college fairs around the state. We will attend (32) college fairs in Ohio and Indiana.
- Hosted (850) visitors on campus for tours and large group visits in February.

3. Financial Aid

- The summer tuition rebate program that was approved by the Board of Trustees and the Chancellor of Ohio Department of Higher Education has been fully implemented for the summer 2017 session. Marketing efforts are now underway to inform students of the opportunity to save money by taking advantage of the cost savings during the summer term. Go to <https://www.wright.edu/audience/summer-rebate> to learn more about the rebate program.



- Award notices to new undergraduate students started on December 15. The award notices will include need-based financial aid and any scholarships earned at this time. Continuing undergraduate students, graduate students, etc. began receiving awards on February 15. The number of award notices sent to students as of March 15 are on par with the number sent last year, same date.
- Financial literacy/wellness programming efforts for students are continuing to grow. This year additional communications have been sent to students informing them of fee payment options, loan debt resources, reminders to finish financial aid requirements, etc. Funds used from a grant awarded by Wright Patt Credit Union were used to create and distribute additional communications to students. Additionally, the Respect Your Money website that is a collaboration between WSU and WPCU continues to be a great resource for students. Go to [www.respectyourmoney.com](http://www.respectyourmoney.com) to view the great resources available to WSU students and families.

#### 4. Transfer and Nontraditional Student Center (TNT Center)

- Since December, staff finalized and posted (11) new and (5) updated transfer agreements. Furthermore, staff revised the web page for ease of access to transfer agreements.
- We received our second list of Edison PASS partnership participants with (31) names. We have created and launched our first emails via the new CRM for PASS participants and are replicating the same with Southern State Connector participants.
- From January through March, staff have conducted (48) transfer recruitment visits.
- We launched our first communication via the CRM utilizing marketing cloud to reach back to nontraditional fall 2016 admits who never registered. Furthermore, we sent our first communication to non-degree students inviting them to consider becoming degree-seeking students.

#### 5. Orientation

- Facilitated (3) Orientation Sessions for students starting in Spring 2017. These programs included a mix of Direct from High School, Transfer and Nontraditional Students with a total of over (175) students in attendance.
- Developed a comprehensive Orientation and Transition Model for Transfer and Nontraditional Students starting in Fall 2017. Transfer and Nontraditional students will have (3) Orientation Options:
  - Transfer Transition – an abbreviated evening program that introduces students to support services and other students, as well as connects them to their Academic College. This evening program will be preceded by an optional open advising afternoon in each College.

- A Transfer Track at our traditional Summer Orientation Programs. This would allow students to complete a more traditional full day orientation and attend a pre-scheduled advising appointment as part of the experience.
  - Online Orientation. Online Orientation will move to a program that students will need to register for to be able to access. This will assist us in determining a student's commitment to Wright State, and will also allow us to follow up with students to ensure that they have had access to important information before they begin classes.
- Currently developing targeted printed materials and exploring an in-person Transition program for College Credit Plus High School seniors to continue to “recruit” them to become full time students at Wright State in the Fall.

## 6. Raider Connect

- Raider Connect traveled to Warren County to conduct a FAFSA Workshop and Financial Aid training session for social workers and juvenile probation officers at Warren County Job and Family Services. We focused on specific financial aid issues facing students who are in foster care or a legal guardianship when they turn 18. The successful workshop has opened opportunities to make similar presentations throughout the region.

## **APPENDIX - WRITTEN REPORTS**

### **D.     Marketing Report**

**Marketing Report  
Office of Marketing  
March 2017**

**I. PUBLICATIONS HIGHLIGHTS**

During another busy quarter, the Office of Marketing produced the following materials for our Wright State community partners. Highlights include the release of the Fall 2016 issue of the *Wright State University Magazine*, completion of the program brochure for the launch of the College of Liberal Arts School of Public and International Affairs, a new print collateral system for the College of Science and Math undergraduate programs, promotional and marketing materials for CELIA's Modern series arts events, and numerous Enrollment Management direct marketing pieces.

**ADVANCEMENT**

1. 50th Anniversary Homecoming Graphic
2. Celebration of Research 2017 Sponsor Brochure
3. Soin Innovation Park Wayfinding System
4. Soin Innovation Park Announcement Poster

**COLLEGE OF EDUCATION AND HUMAN SERVICES**

5. Admitted Student Postcard
6. Email Marketing Templates
7. Master of Science in Leadership Development Brochure
8. Organizational Studies Brochure
9. Rehabilitation Services Brochure

**COLLEGE OF LIBERAL ARTS**

10. Admitted Student Postcard
11. ArtsGala 2017
  - Invitation
  - Chocolate Piano Labels
12. Authors Celebration Bookmarks
13. CELIA
  - Modern Percussion Concert Flyer
  - Modern Bookmark
  - Modern Vista Displays
  - Modern Poster
  - Modern Program
  - Modern Season Program
  - Reimagining Dance Flyer

- Sol LeWitt Gallery Opening
- SO Percussion Concert Program
- Sol LeWitt Flyer

14. Communications Minors Postcard
15. Communications Majors Postcard
16. Prospective Student Contact Card
17. Musical Theater Initiative Poster
18. Research Conference Program
19. School of Public and International Affairs (SPIA)
  - Visual Identity
  - Program brochure
20. UCIE International Recruitment Brochure Update

#### **COLLEGE OF NURSING AND HEALTH**

21. *Nurse Advocate* Magazine
22. Veterans Accelerated BSN Option Brochure

#### **COLLEGE OF SCIENCE AND MATHEMATICS**

23. Path to Health Professions Postcard
24. Path to Health Professions Giveaway Bag
25. Path to Health Professions Email Invitation
26. Undergraduate Programs Folder and Inserts for each academic department

#### **ENROLLMENT MANAGEMENT**

27. Financial Resources Postcard
28. Junior Ruffalo Noel Levitz Postcard
29. Lake Campus Spring Open House Postcard
30. Letterhead Reprint
31. Raider Open House Postcard
32. Ruffalo Noel Levitz Senior Postcard
33. Student Life Breakout Teaser
34. Summer Rebate Flyer
35. Summer Rebate Four-Winds Display
36. Summer Rebate Table Tent

#### **FACULTY AND STAFF AFFAIRS**

37. Tobacco Free Flyers
38. Tobacco Free University Posters

#### **OFFICE OF MARKETING MARKETING**

39. Organizational Overview and Chart

- 40. Rate Card
- 41. Smugmug Cards

#### **OFFICE OF THE PRESIDENT**

- 42. 50th Anniversary Concepts
- 43. Dan Rather Presidential Lecture Series Program
- 44. Faculty Staff Appreciation Night Program
- 45. 50th Anniversary Instagram Logo
- 46. Jonathan Capehart Four Winds Graphic
- 47. Jonathan Capehart Cards
- 48. Jonathan Capehart Posters
- 49. Jonathan Capehart University Posters
- 50. Marketing Brandbook 2016-2017
- 51. Podium Logos
- 52. Step and Repeat Backdrop
- 53. *Wright State University Magazine* Fall 2016

#### **PROVOST, OFFICE OF**

- 54. Faculty Coffee Hour Spring 2017 Save the Date

#### **SCHOOL OF PROFESSIONAL PSYCHOLOGY**

- 55. Referral Calendar Trifold

#### **STUDENT AFFAIRS**

- 56. Police Department Knife Image
- 57. Latino Affairs Letterhead

#### **UNIVERSITY COLLEGE**

- 58. CORE Printer Spreads
- 59. Honors Luncheon Program
- 60. Pull-up Banners
- 61. Student Success Center Quote Graphic
- 62. University College Raider Academy Postcard

#### **CAMPUS-WIDE AND COMMUNITY**

- 63. Peace Lecture Committee: Women's March on Washington Panel Discussion Flyers
- 64. Peace Lecture Committee: Women's March on Washington Panel Discussion Posters

## **II. BRANDING HIGHLIGHTS**

### **UNIVERSITY BRANDING**

As custodians of the visual branding and messaging, our office fulfilled over 65 requests for university, college, department, and unit logos. In this reporting period, we answered questions and concerns for nearly 25 community stakeholders by email and phone, and personally met with 3 units to successfully resolve branding questions.

### **LEARFIELD LICENSING**

Through the Learfield portal, our office saw a 67% increase at 221 licensing requests, which yielded 132 approved items for market. Due to our more diligent branding guidelines, 84 requests were returned for revisions, and five designs were rejected.

## **III. ADVERTISING HIGHLIGHTS**

From December 31, 2016 through March 20, 2017, the Office of Marketing developed and placed 12 print ads, three digital campaigns, one radio campaign, and one email campaign to support the university's recruiting goals and to enhance the university's image among alumni, donors, and community leaders.

### **UNDERGRADUATE ADMISSIONS RECRUITING—PIONEERS OF POTENTIAL CAMPAIGN**

- **\*Pioneers of Potential Undergraduate Recruiting Campaign Facebook/Instagram:** Ohio parents of children ages 13-18. Emphasis on Wright State's outstanding value: high quality, affordable degree within reach, December 26, 2016–January 25, 2017. Results: reach 179,925 individuals; clicks 21,926; click-through rate 2.94%; cost per click \$.016; number of people who performed clicks 12,512; website forms completed undergraduate admissions page=157 compared to 17 form completed for the same period 2015–2016. This increase is also partially due to website enhancements.
- **Good Samaritan/Premier Health Flyin' to the Hoops High School Basketball Tournament:** Print ad, banner, logo on website, 6 public service recruiting announcements during the tournament, January 13–16, 2017. Reached 37 high school teams, during 20 games over 4 days, 20,000+ fans and 200+ college coaches/media in attendance; 20 Dayton area teams; 8 states represented: OH, KY, TN, WV, FL, CA, SC & GA.
- **iHeartRadio Campaign:** Thanks to funding from Athletics, six rotating "Pioneers of Potential" recruiting spots were placed on four iHeartRadio stations and mobile apps

including WTUE, Mix 107.7, Fox 980, and Big 106.5; 2,398 ads ran during Raider games and coaches' shows with a total reach of 664,400 listeners, December–February, 2017.

- **Gannett West Central Ohio College Edition:** Half page “Pioneers of Potential” print ad in 10 Ohio newspapers to run March 11 and 12 (Bucyrus, Chillicothe, Coshocton, Fremont, Lancaster, Mansfield, Marion, Newark, Port Clinton, Zanesville). In addition, an email was sent on March 6 promoting the March 11 Raider Open House to 10,000 households with high school age children in these markets.
- **College of Engineering and Computer Science** email invitation to approximately 397 prospective students to attend the college’s special event for admitted students.
- **Columbus College Recruiting Fair** March 24, 2017 sponsored by the National Association of College Admissions Counselors (NACAC). Half page, color “Pioneers of Potential” ad and advertorial to support onsite Admissions staff. Approximately 5,000 attendees, high school students and families.

#### GRADUATE PROGRAM RECRUITING ADS

- **College of Engineering and Computer Science:** Master of Cyber Security “Table of Experts Cyber Security Forum”, *Dayton Business Journal*, February 17, 2017. In-depth, four page story featuring Vance Saunders, Director of Cyber Security Programs, Wright State University, along with three other cyber security experts. Also included a quarter page, color print ad promoting Wright State’s master’s degree and certificate program in cyber security.
- **Raj Soin College of Business and Boonshoft Health Care Management Certificate** *Dayton Business Journal* February 10, 2017, “Future of Health Care” issue. Half-page color ad. Testimonial from an M.D. , M.B.A. student promoting the M.B.A. and certificate programs.
- **\*Facebook/Instagram Campaign:** March 1–19, 2017 Prospects with a college degree, ages 22-55, 100 mile radius of Dayton (excluding Indiana and Kentucky). Five ads promoting the unique value of an advanced degree from Wright State utilizing the “Defining Next” campaign. Results: Reached 61,228 individuals; Clicks 12,307; Click-through rate 2.26%; Cost per click \$.31; Number of people who performed clicks 6,436. Seven prospects completed a web form requesting more information.

\* Note: Across all campaigns, age groups, and education levels, 80–90 percent of user clicks come from ads that Facebook places on its audience network sites (*i.e.* sites other than Facebook). Mobile use far exceeds desktop or tablet use.



## COMMUNITY ENGAGEMENT, AWARENESS, AND SPONSORSHIPS

- **Choose Dayton, Dayton Area Chamber of Commerce** Half-page, color *Pioneers of Potential* recruiting ad. Promotional magazine distributed to area hotels, Wright-Patterson Air Force Base, chamber members.
- **ARTSGALA ads** funded through pro bono trade secured by the College of Liberal Arts
  - *Dayton Business Journal* January 13, 2017 quarter page ad; February 17, 2017 full page ad; March 17, 2017 quarter page, ad;
  - *Dayton Daily News* 3" x 5" ads February 26, 2017; March 16, 2017, Life Arts Section; March 23, 2017 Neighbors Publication South Dayton.

## UPCOMING ADVERTISING

### UNDERGRADUATE ADMISSIONS RECRUITING—PIONEERS OF POTENTIAL CAMPAIGN

- **Regional college recruiting fairs:** Facebook ads targeted to parents with children ages 13-18 and students school students. Objective encourage direct from high school families to visit Wright State enrollment advisors at upcoming spring college fairs in the Cleveland/Akron, Columbus, Cincinnati regions and to visit the admissions website for details about Wright State.  
<https://www.wright.edu/admissions/undergraduate>
- **College of Nursing and Health BSN Option for Veterans:**
  - Facebook recruiting March 24-April 11, 2017: Veterans, guardsmen, reservists with military medical experience (e.g. medics, corpsmen) in Ohio, Illinois, Pennsylvania, Indiana, Kentucky (Michigan has a program), ages 22-45.
  - Google keyword search and display ads campaign.
  - *Military Medical News* print recruiting ad
  - *Military by Owner* and AHRN relocation websites

## GRADUATE PROGRAMS

- Google search keywords and Google display (keyword, topic, affinity) campaign promoting graduate programs within a 100 mile radius of Dayton March 19, 2017–April 16, 2017.

## COMMUNITY ENGAGEMENT, AWARENESS, AND SPONSORSHIPS

- **ARTSGALA** pro bono trade ads *Dayton Daily News* March 26, April 2, Life/Arts Section; April 6, Neighbors Publication South Dayton

## IV. WEB HIGHLIGHTS

### COLLEGE OF EDUCATION AND HUMAN SERVICES

- Entire site refresh including all departments
- Our first 2.0 college site incorporating all latest standards
- Vastly improved mobile usability
- Improved accessibility

[education-human-services.wright.edu](http://education-human-services.wright.edu)

### COLLEGE OF LIBERAL ARTS - CELIA

- Site refresh and reorganization
- Newly designed homepage
- Improved accessibility and mobile usability

[liberal-arts.wright.edu/celia](http://liberal-arts.wright.edu/celia)

### COLLEGE OF LIBERAL ARTS – SPIA

- New site built based on combining multiple academic departments
- Our first department on CoLA to use all latest standards
- Vastly improved mobile usability
- Improved accessibility

[liberal-arts.wright.edu/school-of-public-and-international-affairs](http://liberal-arts.wright.edu/school-of-public-and-international-affairs)

### GRADUATE SCHOOL LANDING PAGE

- Updated for new digital marketing campaign
- Optimized for peak conversion

[wright.edu/audience/wright-state-graduate-school](http://wright.edu/audience/wright-state-graduate-school)

### ADVANCEMENT

- A new site built to replace Rise. Shine. Scheduled to go offline later this summer
- A complete rebuild in line with all latest standards
- Worked closely with the division to update nearly all content

[wright.edu/giving](http://wright.edu/giving)

### ADVANCEMENT - HOMECOMING

- Updated as part of the 50th and Advancement website updates

[wright.edu/event/homecoming](http://wright.edu/event/homecoming)

## **ADVANCEMENT - CSIC**

- Updated for the current year campaign

[wright.edu/campus-scholarship-and-innovation-campaign](http://wright.edu/campus-scholarship-and-innovation-campaign)

## **PRESIDENTIAL SEARCH**

- Worked closely with the Presidential Search and Screening Committee to build a site that met their needs
- Maintained content through the search process

[wright.edu/presidential-search](http://wright.edu/presidential-search)

## **UNIVERSITY POLICY**

- A new site that went live in the fall as the destination for all policy
- Recently finished addressing all known pages that contained duplicative or contradicting policy
- Required coordination across many areas of the university

[policy.wright.edu](http://policy.wright.edu)

## **UNIVERSITY COMPLIANCE**

- A new site that meets all latest standards
- Worked closely with the recently appointed Director of Compliance

[wright.edu/university-compliance](http://wright.edu/university-compliance)

## **ENROLLMENT SERVICES – RAIDER CONNECT**

- A complete site refresh to improve usability based on user experience testing
- Improved mobile and accessibility
- Updated to latest standards

[wright.edu/raiderconnect](http://wright.edu/raiderconnect)

## **USER EXPERIENCE TESTING**

- Finished our 2nd major iteration of user experience testing with prospective students
- Work closely with enrollment management to facilitate
- The round focused on Raider Connect services and content terminology
- Started our 3rd round focused on Programs and Degrees for future revisions

## **ANALYTICS IMPROVEMENTS**

- Finished rolling out improved event handlers on all websites
- Can now address the following types of questions
  - How many users start to fill out a form and abandon them?
  - Which field in a form did the user stop filling it out?
  - When in a video did they stop watching?

- How far did they scroll down the page?
- Which links in the footer, header and navigation are most used and from which pages?

#### **RAIDERTHON**

- New site for this year's event
- Previous sites were hosted externally
- Uses all latest standards

[wright.edu/event/raiderthon](http://wright.edu/event/raiderthon)

#### **HUMAN RESOURCES - EMPLOYEE WELLNESS**

- New site built in conjunction with the new director

[wright.edu/employee-wellness](http://wright.edu/employee-wellness)

#### **OFFICE OF COMMUNICATIONS**

- Updated to latest standards

[wright.edu/office-of-communications](http://wright.edu/office-of-communications)

#### **STUDENT AFFAIRS - STUDENT HEALTH**

- Migrated and updated to be part of the recent refreshed Student Affairs website
- Updated to latest standards

[wright.edu/student-affairs/health-and-wellness/student-health-services](http://wright.edu/student-affairs/health-and-wellness/student-health-services)

#### **OHIO FACULTY COUNCIL**

- A new site for the Ohio Faculty Council

[ohiofacultycouncil.org](http://ohiofacultycouncil.org)

### **V. SOCIAL MEDIA**

#### **NATIONAL PRESENCE**

Word is getting out about our innovation and leadership in social media. In the last few years, our social media engagement has skyrocketed and involvement from users across the community has been positive and growing. Wright State's social media director, Katie Halberg, has been invited to speak at several national conferences about our success at Wright State.

In March, Halberg spoke at the annual CASE social media conference—Wright State was one of only six universities invited to speak, along with the University of Michigan, NYU, George Washington University, Northeastern, and the University of Nebraska. Halberg's presentation was on social media crisis communications, and received praise from attendees hailing from universities across the United States and Canada. Halberg also received our first invitation to

speak about Wright State’s social media at an international higher education conference. We have declined this request due to budget restrictions.

#### **NEW PRESIDENT DIGITAL ROLLOUT**

A new Twitter handle was launched during Cheryl Schrader’s presidential announcement, @WrightStatePrez. Schrader intends to post to her new Twitter account, and the account will also be supported through the Office of Marketing.

For the announcement day, digital assets were prepared and distributed to the university’s social media managers group to support a unified voice and brand across all of our digital platforms.

#### **SOCIAL BRAND ADVOCACY TRAINING**

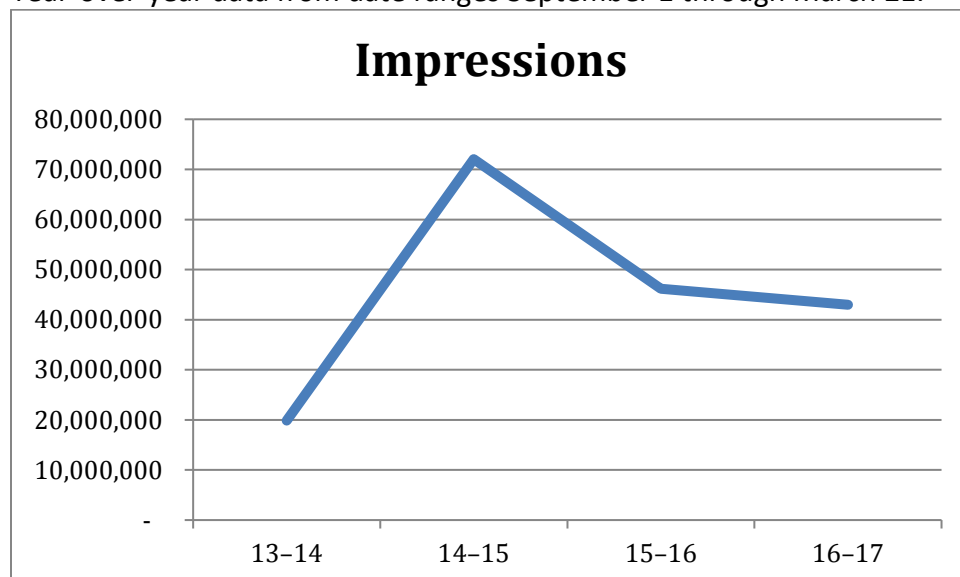
Working in partnership with Enrollment Management, the Office of Marketing presented “We Are All Recruiters: Doing Social Wright” at Staff Development Day. This presentation aimed to educate staff on how they can use their personal social media to be advocates and de facto recruiters for the university.

#### **ITN LAUNCHED**

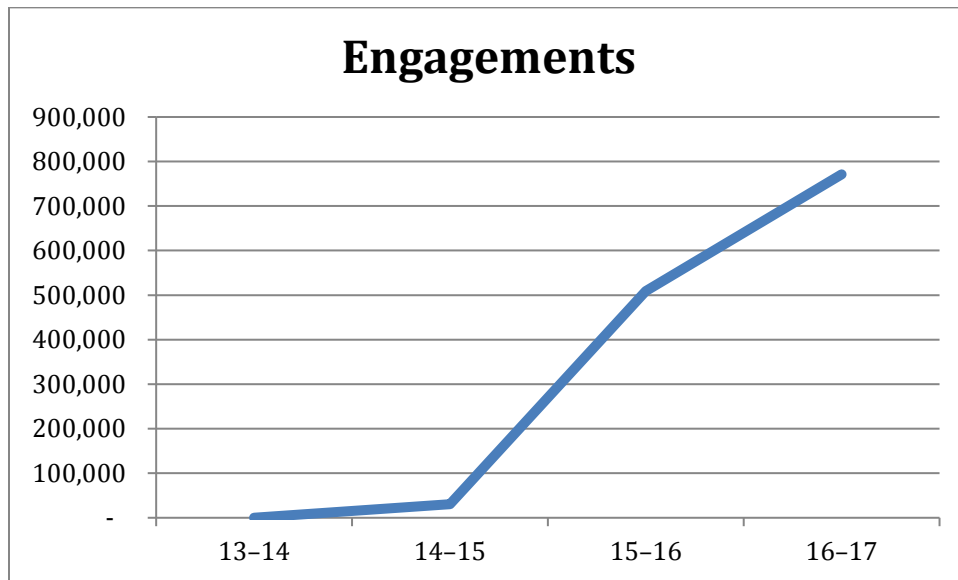
Our current contract with Sprout Social expires on June 30, 2017. Wright State has issued an ITN for social media management platform. The invitation was distributed to companies in February with sealed bids due back by 3 p.m. on March 22, 2017.

#### **SOCIAL MEDIA DATA**

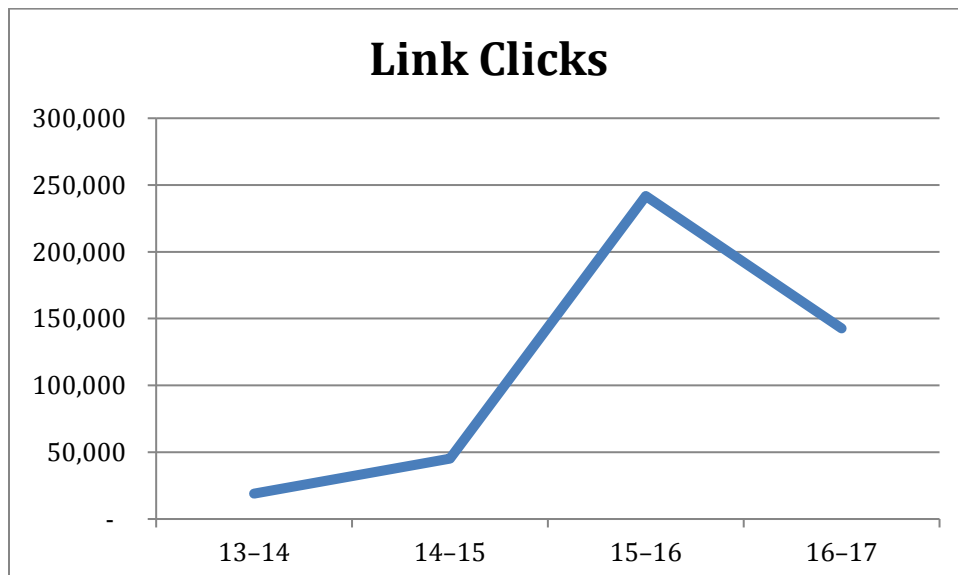
Year-over-year data from date ranges September 1 through March 21.



Impressions: Number of times our content was served to users on Twitter, Facebook, and LinkedIn. This metric is currently not available for Instagram, where we have seen the most growth. The decrease over the last two years is attributed to the lack of available data from Instagram and Snapchat and the decrease in Facebook organic reach.



Engagements: Total number of engagements across Twitter, Facebook, Instagram, and LinkedIn.



Link Clicks: The number of clicks on links within our content on Twitter, Facebook, and LinkedIn. This metric is currently not available for Instagram, which does not permit clickable links in the photo descriptions. The decrease could be indicative of users' emerging preference to absorb visual content on the social media networks, rather than clicking through to landing pages. We will continue to monitor this trend.

#### **TABULAR DATA**

	2016–17	2015–16	Change
Impressions	42,970,505	46,190,077	-7%
Engagements	771,188	509,190	34%
Link Clicks	142,635	241,793	-70%

	2015–16	2014–15	Change
Impressions	46,190,077	72,045,465	-56%
Engagements	509,190	30,387	94%
Link Clicks	241,793	45,197	81%

	2014–15	2013–14	Change
Impressions	72,045,465	19,860,773	72%
Engagements	30,387	134	100%
Link Clicks	45,197	19,010	58%

Impressions: Number of times our content was served to users on Twitter, Facebook, and LinkedIn. This metric is currently not available for Instagram.

Engagements: Total number of engagements across Twitter, Facebook, Instagram, and LinkedIn.

Link Clicks: The number of clicks on links within our content on Twitter, Facebook, and LinkedIn. This metric is currently not available for Instagram.

#### **VI. PHOTOGRAPHY AND VIDEO**

The Office of Marketing video and photography team delivered the following projects to Wright State clients in December–March:

- 68 location shoots
- 23 studio portraits
- 35 digital files
- 2 prints
- 1 poster

- William Jones' photography was also featured in the *Dayton City Paper*, March 21, 2017 and Sunday Arts section of the *Dayton Daily News*, March 27, 2017. Both carried articles about the Pens to Pictures project led by Chinone Chukwu, Assistant Professor of Motion Pictures. Professor Chukwu teaches screen writing to women in the Dayton Correction Institute.

Two video projects were also completed:

- Pioneers of Potential photo and video shoots of students to use in Facebook advertising
- B-roll of crowds during Raiders basketball games