

Presiding:
Chair
Roland H. Bauer
December 6, 2017

1	Call to Order
2	Report of the Chair
3	Report of the President
4	Report of the Student Trustees
5	Approval of Minutes
6	Report of the Finance & Administration Committee
7	Report of the Academic Issues & Student Success Committee
8	Report of the Rules Committee
9	Report of the Audit & Compliance Committee
10	Consent Agenda Vote
11	New Business
12	Next Regular Meeting: February 14, 2018 Student Union, Room 339
13	Adjournment

Board of Trustees

**THE UNIVERSITY OF AKRON
BOARD OF TRUSTEES**

Meeting Minutes

Wednesday, October 11, 2017

Student Union, Room 339

Board Members Present:

Roland H. Bauer, Chair

Olivia P. Demas, Vice Chair

Alfred V. Ciraldo, M.D. Vice Chair

Joseph M. Gingo

Ralph J. Palmisano

Warren L. Woolford

Student Trustees Present:

Zachary D. Michel

Joshua E. J. Thomas

Staff Officers of the Board Present:

M. Celeste Cook, Secretary; Vice President & General Counsel

John J. Reilly, Assistant Secretary; Associate Vice President & Deputy General Counsel

Administrative Officers Present:

Matthew J. Wilson, President

Dr. Rex D. Ramsier, Senior Vice President and Provost

Nathan J. Mortimer, Vice President, Finance and Administration/Chief Financial Officer

Others Present: (See Appendix A.)

REGULAR BUSINESS MEETING OF THE BOARD OF TRUSTEES

Mr. Bauer called the meeting to order at 2:05 p.m. He acknowledged the recent passing of Chairman Emeritus Alex R. Arshinkoff on August 28. Survived by his wife, Karen, Mr. Arshinkoff had been appointed to the Board by Governor George Voinovich on July 2, 1992 and served ultimately as Chairman of the Board for four terms starting in July 1997 through June 2001. Mr. Bauer then led a moment of silent remembrance.

REPORT OF THE CHAIR

Mr. Bauer congratulated Student Trustee Zachary Michel who, along with another exemplary UA student Abbey Carneal, had been nominated for a 2017 SERVEOHIO Award by the Department of Student Life. Each had received a certificate of recognition signed by Governor John Kasich and Lieutenant Governor Mary Taylor. The nominations were based on outstanding volunteer service and positive impact on the lives of others.

Faculty Senate and University Council

Mr. Bauer thanked Board members who had joined him in attending monthly Faculty Senate meetings on September 7 and October 5. He reported that changes to the Faculty Senate bylaws

rule with regard to participants in the Transition After Retirement Program (TARP) had been reviewed and approved at the September meeting, and that the rule change was among current proposals on the consent agenda for the Board's consideration.

Mr. Bauer then asked Trustee Woolford, the Board liaison to Faculty Senate, to comment on the issues discussed at the meeting on October 5.

Mr. Woolford commented that the meeting had been brief and followed a standard committee agenda. Topics of discussion included athletics, a presentation by President Wilson about e-games, graduate assistantships, faculty laptop refresh and the upcoming academic program review.

Mr. Bauer then thanked Vice Chair Olivia Demas, the Board liaison to University Council, for attending the monthly meetings of September 12 and October 10. He asked Mrs. Demas to comment on the issues discussed at those meetings.

Mrs. Demas commented that the two meetings, led by Dr. Sterns and his team, had been a great start to the academic year, and both were very engaged with spirited discussions and positive agenda outcomes.

Presidential Assessment Advisory Committee

Finally, Mr. Bauer expressed his appreciation to those Trustees who had participated in the two meetings of the Presidential Assessment Advisory Committee on September 11 and October 2. He said that the committee, chaired by Mr. Woolford, had fulfilled important commitments on behalf of the Board and the University, and a report of that committee would be heard later in the Board meeting.

REPORT OF THE PRESIDENT (See Appendix C.)

REPORT OF THE STUDENT TRUSTEES

Mr. Thomas introduced student Kendal Rozaieski, and, later in the meeting, Mr. Michel introduced student Emily Seburnia (see Appendix D). Ms. Rozaieski and Ms. Seburnia offered remarks to the Board regarding their University of Akron experiences. They each received a commemorative clock from Trustees.

Mr. Michel reported on an Undergraduate Student Government (USG) initiative titled #UnitingUA, which is a movement focused on unifying the student body by creating genuine connections with students to build community on campus. He said that USG had put together a \$30,000 fund to help student organizations host collaborative events focused on engaging students, and the #UnitingUA account already had helped to fund one of the largest student tailgates in recent years, jointly hosted by USG and the AK-Rowdies.

Mr. Thomas reported on two recent campus activities:

- He had attended and presented at the tenth-annual Black Male Summit held September 29-30, which attracted hundreds of high school and college students from across the country. He said that students had indicated to him afterward that they were very pleased with the conference and would return to their schools with a new perspective and more motivation and encouragement.
- The campus chapter of Phi Kappa Psi fraternity had reprised a 1980s-era fundraising activity known as the “Rock Squat,” during which members sat on the famous class rock for an entire week while asking for donations from students, faculty and staff. He said that, thanks to the community’s generosity, over \$2,600 was raised for the burn unit of Children’s Hospital Medical Center of Akron.

Mr. Bauer added that he anticipates USG will again offer the “Day With a Zip” program soon, and he encouraged Trustees to take an opportunity to spend a day learning about a student’s life at The University of Akron.

ACTION ITEMS

Mr. Bauer said that, because the Board uses a consent agenda, it would hear reports for each committee and would wait to hold one vote for all actions on the consent agenda. The Board would vote on actions not listed on the consent agenda immediately after they are raised. All of the action and informational items in the Board materials had been discussed in detail during committee meetings earlier that day.

CONSIDERATION OF MINUTES (“Board of Trustees” Tab) presented by Chair Bauer

By consensus, the proposed action to approve the minutes of the August 16, 2017 Board meeting was placed on the consent agenda.

RESOLUTION 10-1-17 (See Appendix B.)

REPORT OF THE FINANCE & ADMINISTRATION COMMITTEE presented by Trustee Palmisano

- Personnel Actions recommended by Mr. Wilson as amended (Tab 1)

RESOLUTION 10-2-17 (See Appendix B.)

ACTION: Palmisano motion on behalf of Committee, passed 6-0.

- Financial Report for Fiscal Year Ended June 30, 2017 (Tab 2)

UNRESTRICTED GENERAL FUND – AKRON AND WAYNE

REVENUES AND RESOURCES

Tuition & General Service Fees revenue totaled \$213.6 million, or approximately 102 percent of the \$209.6 million annual budget. Revenue surpassed budget estimates but reflected a decline of \$14.7 million from the prior year, illustrating recent enrollment challenges.

Other Fees revenue totaled \$24.5 million, or approximately 104 percent of the \$23.6 million annual budget.

State Share of Instruction (SSI) revenue totaled \$108.6 million, or approximately 102 percent of the \$106.5 million annual budget.

Indirect Cost Recovery (IDC) revenue totaled \$6.4 million, or approximately 98 percent of the \$6.5 million annual budget. Approximately \$5.8 million was initially reported, but during final close roughly \$600,000 was reclassified from Miscellaneous Income since it more closely reflected IDC.

Investment Income revenue totaled \$3.8 million, or approximately 160 percent of the \$2.4 million annual budget. Approximately \$3.7 million was initially reported, but during final close roughly \$100,000 was reclassified from Miscellaneous Income since it more closely reflected Investment Income.

Departmental Sales revenue approximated \$8.1 million, or 90 percent of the \$9 million annual budget.

Miscellaneous Income revenue totaled \$1.7 million, or approximately 185 percent of the \$910,000 annual budget. Approximately \$2.4 million was initially reported, but during final close approximately \$700,000 was reclassified to IDC revenues (\$600,000) and Investment Income (\$100,000).

EXPENDITURES

Total **Compensation and Fringe Benefits** approximated \$205.1 million, or 94 percent of the \$218.7 million annual budget. Compensation of \$152 million was \$6.5 million less than the \$158.5 million annual budget, and fringe benefits costs totaled \$53.1 million or 88 percent of the \$60.2 million annual budget.

Purchased Utilities expenditures of \$11.5 million approximated 99 percent of the \$11.6 million annual budget.

Departmental Sales operating expenditures approximated \$3.3 million, or 72 percent of the \$4.6 million annual budget.

Operating expenditures approximated \$34.4 million, or 94 percent of the \$36.5 million annual budget.

Bad Debt approximated \$752,000 and compared favorably to the \$2.5 million annual budget. This was the result of consistent application of drop policies.

Scholarships approximated \$59.8 million, or 99 percent of the \$60.5 million annual budget. Expenditures included expected undergraduate scholarships, lower-than-expected graduate assistant fee remissions, and higher-than-expected School of Law scholarships.

TRANSFERS

The annual budget had assumed a need for **transfers-in** from reserves of \$18 million. As a result of higher-than-expected revenues and tightly controlled expenditures, there was not a fiscal need for a draw on reserves.

Actual **Debt Service** transfers-out of \$4.9 million were in line with the \$4.9 million annual budget and represented bonded debt obligations for building and renovation of general purpose and academic space, and included the performance contract obligation to improve energy efficiency.

Budgeted **Plant Fund** transfers-out had included \$1.4 million in support of the School of Law building renovation that was not needed as the project had accumulated sufficient funds. Transfers of \$266,000 were made in support of various renovations and other capital improvements.

The remaining transfers-out of \$34.6 million reflected **Facilities Fees** and **General Service Fees** as well as general support to auxiliaries. These transfers were in line with the annual budget.

AUXILIARIES – AKRON AND WAYNE

Athletics

Athletics actual revenue totaled \$8.8 million, or 105 percent of annual budgeted revenue of \$8.4 million. Earned revenue exceeded the budget by \$415,500, largely due to supplements from the Mid-American Conference. Compensation and fringe benefit expenditures totaled \$10 million or approximately 93 percent of the \$10.7 million annual budget. Operating expenditures totaled \$10.4 million or 108 percent of the \$9.7 million annual budget. Scholarships, or athletic financial aid, totaled \$6.9 million or 88 percent of the \$7.9 million annual budget.

Other sources of funding consisted of transfers-in totaling \$24.6 million. Of that amount, \$4 million in Facilities Fees serviced a portion of the stadium and field house debt, and \$20.6 million represented combined General Service Fees and Other categories. Transfers-out for debt service totaled approximately \$5 million or 96 percent of the annual budget of \$5.2 million, and paid the bonded debt related to InfoCision Stadium and the Stile Athletics Field House.

Residence Life and Housing

Residence Life and Housing actual revenue totaled \$19 million, or 91 percent of annual budgeted revenue of \$20.9 million. Annual residence hall occupancy averaged 80 percent. Compensation and fringe benefit expenditures totaled \$1.1 million or approximately 93 percent of the \$1.2 million annual budget. Operating expenditures totaled \$7.5 million or 88 percent of the \$8.5 million annual budget. Transfers-out for debt service of \$10.7 million were in line with the annual budget and paid the bonded debt related to the renovation of eight residence halls and construction of two new buildings.

E. J. Thomas Performing Arts Hall

E. J. Thomas Hall actual revenue totaled \$1.6 million, or 89 percent of annual budgeted revenue of \$1.8 million. Deferred ticket revenue of \$127,000 for the Broadway in Akron Series FY18 presale event would be realized once those shows are held. Compensation and fringe benefits expenditures totaled \$378,400 or approximately 105 percent of the \$360,000 annual budget. Technical complications generated the need to hire a part-time backstage technician, which produced the added cost above budget. Operating expenditures totaled \$1.8 million or 84 percent of the budgeted \$2.2 million. Transfers-in of \$1 million were in line with the annual budget and represented general fund support for operations. Transfers-out for debt service of \$327,300 were in line with the annual budget and paid the bonded debt related to improvements and equipment from approximately 15 years ago.

Dining Services (Aramark)

Aramark actual revenue totaled \$2.7 million, or 87 percent of annual budgeted revenue of \$3.1 million. Deferred revenue of \$334,000 in Zip Card deposits would be realized once expensed. Given recent enrollment challenges, meal plan purchases were down substantially. Compensation and fringe benefit expenditures totaled \$793,200, or approximately 104 percent of the budgeted \$760,000. The \$450,000 fringe benefits budget also included the difference between SERS and FICA for CWA employees who remained with the University as well as Aramark employees performing work at the University. Along with a higher-than-anticipated cost in fee remission, the fringe benefits for the CWA and Aramark employees came in higher than projected, which propelled the total benefit cost above budget. Operating expenditures totaled \$1.3 million, or 89 percent of the \$1.5 million annual budget. Dining Services had paid for the Robertson Hall hood ventilation project with a \$500,000 transfer-out to plant funds in FY16. The remaining unused \$149,700 from that project was the only transfer-in. Transfers-out for debt service of \$778,600 were in line with the annual budget and paid the bonded debt related to various buildouts of space and renovations including the dining hall and retail sites located throughout the campus over the course of the last 10 to 17 years.

Student Recreation and Wellness Center

Student Recreation and Wellness Center actual revenue totaled \$567,000, or 98 percent of annual budgeted revenue of \$580,000. Compensation and fringe benefit expenditures totaled \$735,300, or approximately 97 percent of the budgeted \$760,000. Operating expenditures totaled \$1.9 million, or 91 percent of the budgeted \$2.1 million. Transfers-in of \$4 million were in line with the annual budget and represented Facilities Fees and General Fund support to service the building's bonded debt and for operations, respectively. Transfers-out of \$1.7 million were in line with the annual budget and supported upcoming debt service requirements.

Student Union

Student Union actual revenue totaled \$1.1 million, or 63 percent of annual budgeted revenue of \$1.7 million. Compensation and fringe benefit expenditures totaled \$751,300, or approximately 103 percent of the budgeted \$730,000. Fee remission expenditures were greater than anticipated, which accelerated the benefits cost above budget. Operating

expenditures totaled \$2 million, or 76 percent of the budgeted \$2.6 million. Transfers-in of \$5 million were in line with the annual budget and represented Facilities Fees and General Fund support to service the building's bonded debt and for operations, respectively. Transfers-out of \$2.9 million for debt service requirements were in line with the annual budget.

Parking Services and Transportation

Parking Services and Transportation actual revenue totaled \$7.7 million, or 86 percent of annual budgeted revenue of \$8.9 million. Compensation and fringe benefit expenditures totaled \$396,200, or approximately 66 percent of the budgeted \$600,000. The savings of \$203,800 was due to vacant positions. Operating expenditures totaled \$2.5 million, or 84 percent of the budgeted \$3 million. Significant cost-savings were realized over the previous year by contracting with METRO RTA to reduce Roo Express shuttle service hours and fleet size. Some surface lot asphalt repairs were deferred to FY18 or beyond, and a mild winter left budgeted snow-removal funds unused. Operating expenditures were below budget by \$475,000. Budgeted capital expenditures of \$240,000 for the Schrank Parking Deck project will extend into FY 2018. Transfers-out of \$4.4 million for debt service were in line with the annual budget and paid the bonded debt related to the renovation and construction of four parking decks.

Telecommunications

Telecommunications actual revenue totaled \$12,800, or 64 percent of annual budgeted revenue of \$20,000. The revenue budget initially contained projections for fiber optic service, telephone and wire installations. However, only charges for fiber optic service were assessed in addition to internal charges to campus departments. Revenue generated through internal charges exceeded expenditures. Compensation and fringe benefit expenditures totaled \$280,200, or approximately 93 percent of the budgeted \$300,000. The operating surplus totaled (\$205,800), compared to the annual budget of (\$470,000), which included \$2.5 million in charge-back revenue. Budgeted capital expenditures of \$160,000 for the data center network upgrade project will extend into FY 2018. Transfers-out of \$30,400 for debt service requirements slightly exceeded the annual budget of \$30,000 and paid the bonded debt related to network infrastructure improvements, deferred maintenance and enhancements.

Wayne College

Wayne College revenue totaled \$85,800, surpassing annual budgeted revenue of \$70,000 by 23 percent, or \$15,800. Operating expenditures totaled \$10,900, slightly exceeding the \$10,000 annual budget due to special events costs.

RESOLUTION 10-3-17 (See Appendix B.)

- Purchases for More Than \$500,000 (Tab 3)

1. Faculty Laptop Refresh Program (General Fund)

In support of the planned refreshment of faculty laptops and tablets by Information Technology Services, the Department of Purchasing recommended purchases through

Dell Marketing, L.P. and Apple Computer in the amounts of \$700,000 and \$600,000, respectively. State of Ohio contracts would be leveraged for the purchases, with the total expenditure not to exceed the budgeted \$1.3 million

2. **Life Insurance and Accidental Death & Dismemberment Renewal (General Fund)**

The Office of Talent Development and Human Resources recommended awarding a renewal contract for Calendar Years 2018-2020 to incumbent vendor Minnesota Life Insurance Company for life and accidental death and dismemberment insurance coverage for active employees and retirees. The renewal, in the approximate annual amount of \$1,456,000, was proposed in accordance with the University's agreement through the Inter-University Council. This award was also reviewed and approved as to legal form and sufficiency by the Office of General Counsel.

3. **Custodial Services Contract (General Fund)**

The Department of Purchasing proposed a three-year award to Aetna Building Maintenance for custodial services for ten campus buildings: Buckingham, Central Hower, Polsky, Buchtel College of Arts and Sciences, College of Business Administration, Crouse Hall, Folk Hall, James A. Rhodes Arena, Schrank Hall and E. J. Thomas Performing Arts Hall. This award, in the approximate annual amount of \$1,137,000, would replace an expiring custodial contract with a different vendor. A request for proposal had been issued with responses from six vendors. The award from Aetna Building Maintenance was deemed the best overall value. It also was reviewed and approved as to legal form and sufficiency by the Office of General Counsel.

RESOLUTION 10-4-17 (See Appendix B.)

- One-time Payment for Certain University Employees (Tab 4)

A one-time, non-base payment of \$1,000 was proposed for the following categories of non-bargaining unit employees who were hired to full-time positions prior to January 1, 2017:

- Full-time contract professionals (not subject to a separate employment agreement);
- Full-time staff employees (excluding temporary researchers);
- Full-time administrative faculty, including associate deans, assistant deans, chairs and school directors; and
- Full-time visiting teaching faculty

RESOLUTION 10-5-17 (See Appendix B.)

- Sale of the University Residence and Establishment of Endowment

A resolution to approve the sale of the University residence to Michael and Olivia Hochschwender for \$1,050,000, and to establish an endowment for scholarships, to which the net proceeds from the sale shall be deposited by the University, was proposed.

RESOLUTION 10-6-17 (See Appendix B.)

- Cumulative Gift and Grant Income Report for the July 1 through August 31, 2017 (Tab 6)

During July through August 2017, The University of Akron recorded gifts of cash, bequests, gifts-in-kind and pledges totaling \$3,429,345.

RESOLUTION 10-7-17 (See Appendix B.)

- Purchases, a.) \$25,000 to \$500,000, and b.) Waiver of Competitive Bidding (Tab 7) INFORMATION ONLY
- Advancement Report (Tab 8) INFORMATION ONLY
- University Communications and Marketing Report (Tab 9) INFORMATION ONLY
- Report on Capital Projects (Tab 10) INFORMATION ONLY

REPORT OF THE ACADEMIC ISSUES & STUDENT SUCCESS COMMITTEE

presented by Committee Chair Woolford

- Proposed Curricular Changes (Tab 1)

Program revisions with name changes:

Change the program curriculum and the name of the Bachelor of Science degree in Financial Services to the Bachelor of Science degree in Risk Management and Insurance, offered by the College of Business Administration, Department of Finance, proposal #16-16684

This proposal would revise the program curriculum and change the name of the program to better meet market demand.

Revise and change the name of the Bachelor of Science degree in AYA – Biology/Earth Science to the Bachelor of Science degree in AYA – Integrated Science, offered by the LeBron James Family Foundation College of Education, proposal #16-16888

This proposal would revise an Adolescent to Young Adult (AYA) teaching degree program to reduce the number of credits required and change the name to better reflect the content.

RESOLUTION 10-8-17 (See Appendix B.)

- Enrollment Management Report (Tab 2) INFORMATION ONLY
- Research Report (Tab 3) INFORMATION ONLY
- Student Success Report (Tab 4) INFORMATION ONLY
- Information Technology Report (Tab 5) INFORMATION ONLY

REPORT OF THE RULES COMMITTEE

presented by Committee Chair Ciraldo

- O.A.C. 3359-10-02 – The University of Akron bylaws of the Faculty Senate (Tab 1)

The proposed revisions to this rule would permit a regular faculty member who retires, but continues to be employed part time by the University as part of the Transition After Retirement Program (TARP), to complete his or her term as a senator and to serve as an officer of the faculty senate. This change had been approved by the Faculty Senate and was supported by the Provost and the President.

RESOLUTION 10-9-17 (See Appendix B.)

- O.A.C. 3359-11-03 – Vacation policy for full-time, twelve-month faculty, other than bargaining-unit faculty, contract professionals and unclassified exempt staff (Tab 2)

The proposed revisions to this rule would permit the pro-rated accrual of vacation leave for ten- and eleven-month administrative positions. The proposal was supported by the Provost and the President.

RESOLUTION 10-10-17 (See Appendix B.)

CONSENT AGENDA VOTE

Mr. Bauer said that each of the items on the consent agenda had been recommended for approval by the appropriate committee, which also approved the items' addition to the consent agenda.

ACTION: Palmisano motion, Ciraldo second for approval of Resolutions 10-1-17 and 10-3-17 through 10-10-17, passed 6-0.

REPORT OF THE PRESIDENTIAL ASSESSMENT ADVISORY COMMITTEE

presented by Committee Chair Woolford

Mr. Woolford cited Board Resolution 10-9-16, whereby Matthew J. Wilson had been appointed as the University's 17th President on October 19, 2016 after having served as President of The University of Akron initially in an interim role since July 11, 2016. That resolution had provided that the Board would "consult with the constituency groups listed in O.A.C. 3359-1-05 as to whether to begin a search for a new President no later than June 30, 2018, which search could be an internal or an external search."

Mr. Woolford said that on September 11, 2017, the Presidential Assessment Advisory Committee met separately with representatives of those campus constituency groups, consisting of the following:

- Deans of the degree-granting colleges;
- Academic department chairs/school directors;
- Faculty Senate;
- The University of Akron chapter of the American Association of University Professors;
- Senior administration;

- Staff Employee Advisory Committee;
- Contract Professional Advisory Committee; and
- Student leadership

On October 2, 2017, the Committee met with a diverse group of distinguished community leaders, consisting of the following individuals:

- The Honorable Mayor Daniel Horrigan, City of Akron;
- David James, superintendent, Akron Public Schools;
- Kyle Kutuchief, program director, Knight Foundation;
- Philip Lloyd, chair, University of Akron Foundation Board;
- Christine Mayer, president, GAR Foundation;
- Richard W. Pogue, senior advisor, Jones Day;
- James M. Pulk, owner and CEO, Illumetek Corporation;
- Paul Thomarios, owner, Apostolos Group, Inc.;
- Kevin O. Thompson, regional president, PNC Bank;
- Bud Wentz, president and senior financial officer, Wentz Financial Group; and
- Dr. Sadie Winlock, president and CEO, Akron Urban League

Mr. Woolford expressed his appreciation to everyone who took part in both meetings. He then invited Chairman Bauer to comment on the conclusions of that dialogue.

Mr. Bauer made the following statements:

“At both meetings of the Presidential Assessment Advisory Committee, we restated the Board's initial priorities for President Wilson and the University, which had been outlined for him in July 2016 as follows:

- To develop a sustainable budget;
- To increase enrollment;
- To accelerate progress in increasing student retention;
- To rebuild and strengthen relationships with constituencies; and
- To significantly grow development efforts

Last October, while we were considering removal of the interim designation from Matt's title, I had stated to the Board that, ‘Matt is well on his way toward meeting or exceeding those high expectations’ and that ‘he has brought new energy and enthusiasm to all corners of the campus and the community.’

During the recent Presidential Assessment Advisory Committee meetings, representatives were apprised that:

- In light of the progress achieved for Fiscal Year 2017 as well as the challenges that lie ahead for the University, those same priorities continue to represent the Board's fundamental goals for our president; and

- The Presidential Assessment Advisory Committee would consider their feedback accordingly for its report to the full Board on October 11, 2017.

Both Committee meetings were productive and collegial.

Feedback of the campus constituency groups was very encouraging. They expressed strongly a unanimous view that President Wilson is the right person at the right time to serve as the University's leader.

Feedback of the community leaders also reflected very positively toward President Wilson and the future of our University. It is well known that The University of Akron's bond with the community dates back to its own founding as Buchtel College with the local support of John R. Buchtel. Today, relationships beyond campus remain vital to the University's fulfillment of its mission and attainment of its goals, which ultimately lead to developing enlightened members of society and improving quality of life for our region and beyond.

The guests who gathered with us on October 2 were a worthy representation of community leaders who, through their lives' work, collectively and individually, provide meaningful present and future opportunities for those being educated.

The University of Akron values and supports this interdependence, which has and continues to serve as an engine of mutual prosperity.

Several other individuals in our community who were invited but unable to attend the meeting on October 2 did formally respond to the Board office in writing. They also were unanimous in their support of Matt and his leadership of the University.”

In conclusion, both Mr. Woolford and Mr. Bauer expressed thanks to all of the Board members who had participated in the work of the Presidential Assessment Advisory Committee.

Trustee Gingo left the Board meeting at 2:56 p.m.

NEW BUSINESS

- Approval to Abolish Positions (Tab 1)

The proposed action would authorize abolishment of five positions in the Nursing Center for Community Health in the School of Nursing due to the cessation of that center's operations no later than March 31, 2018.

Mr. Mortimer said that, over the course of the last few years, activity in the center has been extremely low, with approximately three to four patients each work day. Expenditures are projected to exceed revenues by approximately \$500,000 for Fiscal Year 2018. Transitional assistance would be offered to the affected employees.

RESOLUTION 10-11-17 (See Appendix B.)
ACTION: Palmisano motion, Ciraldo second, passed 5-0.

- Lease of 108 Fir Hill (Tab 2)

The proposed action would authorize the Vice President for Finance and Administration/ CFO to enter in to a lease of the property at 108 Fir Hill to the Ohio State Highway Patrol (OSHP), subject to review and approval of the terms and conditions for legal form and sufficiency by the Office of General Counsel and approval by the President.

Mr. Mortimer indicated that, although the intent is not for the OSHP to patrol campus, its presence at the site, which formerly housed the University's Child Development Center, would complement ongoing efforts to enhance safety and security of the campus and surrounding areas.

RESOLUTION 10-12-17 (See Appendix B.)

ACTION: Ciraldo motion, Palmisano second, passed 5-0.

- Creation of Women's Lacrosse and the Return of Baseball (Tab 3)

The proposed action would create a women's lacrosse team and men's baseball team at the Division I NCAA level to begin competition in the 2019-2020 academic year.

Athletic Director Williams said that the focus of these two sports will be to recruit and retain Ohio residents. The additional level of focus will be to raise revenue for scholarships from only external sources as opposed to the General Fund. Mr. Williams said that he believes these two sports will benefit the University through the addition of 65 new students who otherwise would not be on campus.

Mr. Bauer added that President Wilson had made presentations to Faculty Senate and University Council in recent weeks and that both had been in favor of the initiative.

RESOLUTION 10-13-17 (See Appendix B.)

ACTION: Palmisano motion, Ciraldo second, passed 5-0.

- Second Amendment to the President's Employment Agreement (Tab 4)

Mr. Bauer said that the proposed resolution would accomplish two actions:

1. Extend President Wilson's employment contract to June 2023; and
2. Raise his compensation to a more competitive level.

These two actions were designed as measures to further solidify leadership at the University. Mr. Bauer emphasized that, even with the increase, which would be funded through University of Akron Foundation monies, President Wilson's compensation will be appropriate but still well below total compensation packages for other public university presidents in Ohio.

Mr. Bauer thanked the University of Akron Foundation for its "enthusiastic and unwavering support" of this effort, of President Wilson and of the University's budget. He then read from the resolution:

“BE IT RESOLVED, That the Board authorizes the Vice President and General Counsel to negotiate and prepare an Employment Agreement between Matthew J. Wilson and the University, which extends the current term of office through June 30, 2023; and

BE IT FURTHER RESOLVED, That Matthew J. Wilson’s base salary shall be raised from \$370,000 per year to \$450,000 per year; and

BE IT FURTHER RESOLVED, That Matthew J. Wilson shall receive \$20,000 per year in deferred compensation; and

BE IT FURTHER RESOLVED, That the Board accepts the Foundation’s generous and gracious offer to provide annually the additional \$100,000 funding necessary to pay for the difference between the former and new amounts of the base salary and for the annual deferred compensation; and

BE IT FURTHER RESOLVED, That beginning with the 2018-2019 academic year, Matthew J. Wilson shall be considered annually for up to a \$50,000 performance-based bonus, with contract eligibility criteria to be approved by the Board and subject to the Board’s sole discretion.”

RESOLUTION 10-14-17 (See Appendix B.)

ACTION: Palmisano motion, Woolford second, passed 5-0.

Mr. Bauer said that President Wilson had been a huge part of the University’s turnaround in 2016-2017, and that he looks forward to his continued leadership through June 2023 and beyond.

Mr. Bauer then announced that the next regular meeting of the Board of Trustees will take place on Wednesday, December 6, 2017. An executive session will begin at 7:30 or 8 a.m. Committee meetings will be held on Wednesday, November 29.

ADJOURNMENT

ACTION: Meeting adjourned by consensus at 3:04 p.m.

Roland H. Bauer
Chair, Board of Trustees

M. Celeste Cook
Secretary, Board of Trustees

December 6, 2017

APPENDIX A: OTHERS PRESENT

Katie Byard, Akron Beacon Journal

Kimberly M. Cole, Vice President, Development

Sarah M. R. Cravens, Vice Provost Strategic Initiatives

Robert C. Kropff, Senior Director Integrated Communications

Jolene Lane, Chief Diversity Officer and Vice President, Inclusion and Equity

Dr. John A. Messina, Vice President Student Affairs

Dan Minnich, Director Media Relations

Paula Neugebauer, Coordinator, Office of the Board of Trustees

Dr. Victor E. Pinheiro, Professor, Sport Science and Wellness Education

Kendal Rozaieski, Featured Student

Emily Seburnia, Featured Student

Dr. Harvey L. Sterns, University Council

William H. Viau, Associate Vice President, Talent Development and Human Resources

Barbara C. Weinzierl, Chief of Staff, Office of the President

Lawrence R. Williams II, Director of Athletics

APPENDIX B: RESOLUTIONS

RESOLUTION 10-1-17: Pertaining to Approval of Board Meeting Minutes

BE IT RESOLVED, That the minutes of the Board of Trustees meeting of August 16, 2017 be approved.

RESOLUTION 10-2-17: Pertaining to Personnel Actions

BE IT RESOLVED, That the Personnel Actions recommended by President Matthew J. Wilson, dated October 11, 2017, as attached, which include but are not limited to hires, promotions, leaves, fellowships, reclassifications, renewals, non-renewals, orders of removal, etc., be approved as amended.

RESOLUTION 10-3-17: Acceptance of the General Fund and Auxiliary Funds Budget-to-actual Financial Report for the Fiscal Year Ended June 30, 2017

BE IT RESOLVED, That the recommendation presented by the Finance & Administration Committee on October 11, 2017, accepting the General Fund and Auxiliary Funds Budget-to-actual Financial Report for the Fiscal Year Ended June 30, 2017, be approved.

RESOLUTION 10-4-17: Acceptance of Purchases for More Than \$500,000

BE IT RESOLVED, That the following recommendations, presented by the Finance & Administration Committee on October 11, 2017, be approved:

Award to Dell Marketing, L.P. a contract for the purchase of Windows-based laptops and tablets in the approximate amount of \$700,000

Award to Apple Company a contract for the purchase of Apple computer devices in the approximate amount of \$600,000

Award to Minnesota Life Insurance Company a renewal contract for life insurance and accidental death and dismemberment for Calendar Years 2018-2020 in the approximate amount of \$1,456,000

Award to Aetna Building Maintenance a three-year contract for custodial services encompassing ten campus buildings in the approximate annual amount of \$1,137,000

RESOLUTION 10-5-17: Pertaining to the “Step-up” Payment to Certain University Employees

WHEREAS, The Board of Trustees of The University of Akron (“Board”) is appreciative of and encouraged by the many employees within The University of Akron (“University”) community who have “stepped up” to meet the University’s serious challenges by taking on additional duties, including: helping to recruit students, redoubling efforts to support current students, and “going the extra mile” to help the University; and

WHEREAS, The Board recognizes that due to financial difficulties, many University employees have not received annual salary increases in the most recent few years; and

APPENDIX B: RESOLUTIONS, Page 2

WHEREAS, Even though ongoing University financial challenges still will require much additional effort to overcome, the Board wishes to provide employees who did not receive contractually-required or comparable annual salary raises during the last year with a tangible acknowledgement of their contribution; Now, Therefore,

BE IT RESOLVED, That employees of the University, who were employed full time by the University prior to January 1, 2017 and who are not bargaining-unit members or members of the law school teaching faculty, shall receive a one-time payment of \$1,000, subject to the required withholding of appropriate amounts for tax purposes and other obligations, in recognition of those “stepped up” efforts; and

BE IT FURTHER RESOLVED, That eligible employees include: regular full-time contract professionals (excluding vice presidents, members of the president’s cabinet and employees with individual employment contracts); full-time staff employees (excluding temporary researchers); full-time administrative faculty, including associate deans, assistant deans, chairs and school directors (excluding deans); and full-time visiting teaching faculty.

RESOLUTION 10-6-17: Pertaining to the Sale of the University Residence at 465 Burning Tree Drive, Akron, Ohio 44303

WHEREAS, The Board of Trustees of The University of Akron (“Board”) authorized the University administration (“Administration”), through Resolution 6-19-17, to sell certain real property known as 465 Burning Tree Drive, Akron, Ohio 44303 (“Residence”), and certain furnishings therein, conditioned upon enactment of the legislative authority to sell the Residence and conditioned further upon fulfillment of the terms and conditions of: Resolution 6-19-17, the authorizing legislation, and the purchase agreement between the buyer and the University; and

WHEREAS, The University, through a competitive selection process, engaged a third party real estate broker to assist with the sale of the Residence; and

WHEREAS, The University received an acceptable offer for the purchase of the Residence and entered into a purchase agreement for the Residence; Now, Therefore,

BE IT RESOLVED, That the Board of Trustees approves the sale of the Residence to Michael and Olivia Hochschwender for a sale price of \$1,050,000; and

BE IT FURTHER RESOLVED, That the net proceeds from the sale of the Residence shall be deposited by the University into an endowment for scholarships.

RESOLUTION 10-7-17: Acceptance of Gift Income Report for July 1 through August 31, 2017

BE IT RESOLVED, That the recommendation of the Finance & Administration Committee on October 11, 2017, pertaining to acceptance of the Gift Income Report for July 1 through August 31, 2017, be approved.

APPENDIX B: RESOLUTIONS, Page 3

RESOLUTION 10-8-17: Proposed Curricular Changes

BE IT RESOLVED, That the recommendations presented by the Academic Issues & Student Success Committee on October 11, 2017 for the following curricular changes, as recommended by the Faculty Senate, be approved:

- Change the course requirements and the name of the Bachelor of Science in Financial Services to the Bachelor of Science in Risk Management and Insurance, offered by the College of Business Administration, Department of Finance
- Revise and change the name of the Bachelor of Science in AYA – Biology/Earth Science to the Bachelor of Science in AYA – Integrated Science, offered by the LeBron James Family Foundation College of Education

RESOLUTION 10-9-17: Revisions to University Rule 3359-10-02, The University of Akron Bylaws of the Faculty Senate

BE IT RESOLVED, That the recommendation presented by the Rules Committee on October 11, 2017, and approved by Faculty Senate at its meeting on September 7, 2017, to revise Rule 3359-10-02 to allow a regular faculty member who retires before the expiration of his or her term of office as a senator, but who continues to be employed part time as a faculty member while participating in a university-approved program for transition from active employment to retirement, to complete his or her term of office as a senator and to serve as an officer of the senate during that time, be approved.

RESOLUTION 10-10-17: Revisions to University Rule 3359-11-03, Vacation Policy for Full-time, Twelve-month Faculty, Other Than Bargaining Unit Faculty, Contract Professionals, and Unclassified Exempt Staff

BE IT RESOLVED, That the recommendation presented by the Rules Committee on October 11, 2017, to revise Rule 3359-11-03 to account for vacation accrual for ten- and eleven-month administrative positions, be approved.

RESOLUTION 10-11-17: Approval to Abolish Positions

WHEREAS, The University of Akron (“University”) Board of Trustees approved an annual budget for Fiscal Year 2018, which included significant reductions in expenses; and

WHEREAS, The University administration has undertaken a review of its current operations at the Nursing Center for Community Health and determined that five (5) positions should be abolished due to a lack of continued need for the positions for the following reason: lack of work (the list of the affected positions is attached to this resolution as Exhibit A and incorporated by reference as if fully rewritten); and

WHEREAS, Ohio Revised Code Section 3359.03 vests authority in The University of Akron Board of Trustees to “employ, fix the compensation of, and remove, the president and such number of professors, teachers, and other employees as may be deemed necessary”; and

APPENDIX B: RESOLUTIONS, Page 4

WHEREAS, University Rule 3359-26-02(B) defines “Appointing Authority” as “the officer having the power of appointment to, removal from, audit, reduction or suspension of positions or employees in any office, department or unit within the institution”; and

WHEREAS, By University Rule 3359-3-05, the Board of Trustees delegates authority to the Associate Vice President for Human Resources, Chief Human Resources Officer (“CHRO”), to serve as the University appointing authority, including signatory authority for personnel actions; and

WHEREAS, Ohio Revised Code Section 124.01 defines an “Appointing Authority” as the “. . . officer, commission, board, or body having the power of appointment to, or removal from, positions in any office, department, commission, board, or institution”; and

WHEREAS, Ohio Revised Code Section 124.321 authorizes an appointing authority to abolish positions, in accordance with Ohio Revised Code Sections 124.321 – 124.327, which detail the processes for job abolishment and the rights of affected employees, including displacement rights; and

WHEREAS, The University administration now recommends to the Board of Trustees that five (5) positions at the University be abolished; Now, Therefore,

BE IT RESOLVED, That the Board authorizes the Associate Vice President, Human Resources, CHRO in consultation with the Vice President, Finance and Administration/Chief Financial Officer, and Vice President and General Counsel, for the reasons set forth in the rationale (which is attached hereto as Exhibit B and incorporated by reference as if fully rewritten), to take all necessary action to effect the abolishment of the five (5) positions identified in this resolution and other related personnel actions, consistent with the requirements of Ohio Revised Code Sections 124.321 – 124.327, as well as any applicable University Rules, subject to the statutory rights of the affected employees that may arise including displacement rights of individuals affected by the abolishment of these positions; and

BE IT FURTHER RESOLVED, That the Office of Talent Development and Human Resources inform and make available to employees affected by the abolishment of their position resources and services to assist in their employment transition process; and

BE IT FURTHER RESOLVED, That the Board authorizes the extension of the special educational privileges through reduction of fees as authorized in University Rules 3359-20-04.3 and 3359-26-02 to all of the employees in the abolished positions and their dependents for a period not to exceed four (4) years from the date of this resolution to enable them to complete the degree program they are currently enrolled in, so long as there is no break in their attendance and the student meets the applicable eligibility requirements. In addition, the Board authorizes such reduction of fees to the affected employees and their dependents for a period of one (1) year for those individuals enrolled to begin classes for the first time with the start of the spring 2018 semester; and

APPENDIX B: RESOLUTIONS, Page 5

BE IT FURTHER RESOLVED, That employees who are currently in some of the positions to be abolished who may elect to retire upon being notified of the abolishment of their position shall notify the Office of Talent Development and Human Resources in writing within the notice period provided by their employee category of their intent to retire. For staff employees, the notice period is two (2) weeks. A pending retirement date beyond the date of abolishment of the position shall not affect the abolishment of the position. The Office of Talent Development and Human Resources is authorized to work with employees who provide notice within their notice period of their intent to voluntarily elect to retire in order to establish an appropriate retirement date and, if deemed appropriate by the Office of Talent Development and Human Resources, place an employee on unpaid leave following the abolishment date to effectuate the retirement.

RESOLUTION 10-12-17: Pertaining to the Lease of 108 Fir Hill

WHEREAS, The Ohio Department of Public Safety, on behalf of the Ohio State Highway Patrol (“OSHP”), contacted The University of Akron (“University”) and inquired whether there may be mutual interest to locate an OSHP outpost on the University’s campus; and

WHEREAS, The University and OSHP determined that a mutual interest existed, and University representatives showed the OSHP representatives multiple locations as possible sites for the OSHP outpost; and

WHEREAS, OSHP identified 108 Fir Hill, the former Child Development Center, as the most suitable current site for its outpost location on campus; and

WHEREAS, An OSHP outpost on campus will provide additional safety presence for the University and adjoining community; Now, Therefore,

BE IT RESOLVED, That the Board of Trustees authorizes the Vice President for Finance and Administration/CFO to enter in to a lease with the OSHP for the 108 Fir Hill location, subject to review and approval of the terms and conditions for legal form and sufficiency by the Office of General Counsel and approval by the President.

RESOLUTION 10-13-17: Creation of Women’s Lacrosse and the Return of Baseball

WHEREAS, The Board of Trustees (“Board”) of The University of Akron (“University”) recognizes the importance of intercollegiate athletics, which provide the University increased visibility and reputation, while also providing increased opportunities for students to compete at the NCAA Division I level; and

WHEREAS, To meet those goals the Board is creating a Women’s Lacrosse team and Men’s Baseball team (collectively “Programs”) to compete on the Division I level; and

WHEREAS, The Board seeks to provide new opportunities to female students in Ohio to participate in intercollegiate athletics at the University; and

APPENDIX B: RESOLUTIONS, Page 6

WHEREAS, Since 2000, women’s lacrosse has been the fastest-growing sport in the country, and there are an estimated 400 college women's lacrosse programs competing in NCAA Divisions I, II & III; and

WHEREAS, Since the University discontinued its NCAA baseball program in 2016, the University community has urged the University to reinstate the program that first began at the University in 1873 and is the longest-established sport at the University; Now, Therefore,

BE IT RESOLVED, That the University will create a Women’s Lacrosse team and Men’s Baseball team at the Division I NCAA level with an intention to compete in the in the 2019-2020 academic year; and

BE IT FURTHER RESOLVED, That the University intends to pursue an Ohio resident-focused recruitment strategy; to provide scholarship opportunities that are (a) limited to those that result from externally funded sources or (b) academic scholarships that are typically provided to other University students with comparable academic credentials; and further, that the student-athletes would reside in University’s residence halls for both their freshman and sophomore years unless exempted under then-current University policy; and

BE IT FURTHER RESOLVED, That the University intends that the Programs utilize a controlled cost model; work to be revenue positive to the University; use existing facilities at the University; and have the baseball team explore playing home games at the City of Akron’s Canal Park.

RESOLUTION 10-14-17: Pertaining to the Second Amendment to the President’s Employment Agreement

WHEREAS, The Board of Trustees (“Board”) of The University of Akron (“University”) named Mr. Matthew J. Wilson as the Interim President of the University in accord with a Term Sheet, effective July 11, 2016, between the University and Matthew J. Wilson; and

WHEREAS, In a special meeting of the Board on October 19, 2016, the Board removed the “Interim” designation and named Matthew J. Wilson as the 17th President of the University, with a term through June 30, 2019; and

WHEREAS, In that same meeting, the Board further agreed that no later than June 30, 2018, the Board would consult with the internal and external constituency groups listed in O.A.C. 3359-1-05 as to whether to begin a search for a new president; and

WHEREAS, The Board now has consulted with representatives of these constituency groups, including a wide and diverse group of community leaders, and the overwhelming consensus expressed by these groups was that Matthew J. Wilson’s performance as president has been extraordinarily positive, that he is the “right person at the right time” to serve as president of the University and that there is no need to conduct a presidential search; and

APPENDIX B: RESOLUTIONS, Page 7

WHEREAS, These constituency groups also recommended that the Board should seek to ensure that Matthew J. Wilson remains as president for the University and further observed that Matthew J. Wilson’s compensation level is significantly below that of presidents of public institutions of higher education in Ohio; and

WHEREAS, The Board concurs with the view of the constituency groups and community leaders and wishes to acknowledge the tireless and outstanding work of Matthew J. Wilson to stabilize the University in terms of its reputation, finances, enrollment and relationship with its stakeholders; and

WHEREAS, The University of Akron Foundation (“Foundation”), also concurs with the views of the constituency groups and wishes to acknowledge the stellar work of Matthew J. Wilson in engaging with alumni, donors and the community and in increasing donations to the University; and

WHEREAS, The Board wishes to maintain strong leadership for the University as it continues to implement the “Stabilize, Invest and Grow” plan outlined by Matthew J. Wilson; Now, Therefore,

BE IT RESOLVED, That the Board authorizes the Vice President and General Counsel to negotiate and prepare an Employment Agreement between Matthew J. Wilson and the University, which extends the current term of office through June 30, 2023; and

BE IT FURTHER RESOLVED, That Matthew J. Wilson’s base salary shall be raised from \$370,000 per year to \$450,000 per year; and

BE IT FURTHER RESOLVED, That Matthew J. Wilson shall receive \$20,000 per year in deferred compensation; and

BE IT FURTHER RESOLVED, That the Board accepts the Foundation’s generous and gracious offer to provide annually the additional \$100,000 funding necessary to pay for the difference between the former and new amounts of the base salary and for the annual deferred compensation; and

BE IT FURTHER RESOLVED, That beginning with the 2018-2019 academic year, Matthew J. Wilson shall be considered annually for up to a \$50,000 performance-based bonus, with contract eligibility criteria to be approved by the Board and subject to the Board’s sole discretion.

APPENDIX C: REPORT OF THE PRESIDENT

Thank you for coming. I want to provide to the Board and to everyone in attendance some of the highlights over the last month here at the University.

In strategic news regarding enrollment, on September 13 we filed our census figures with the Ohio Department of Higher Education. Overall, fall 2017 enrollment ended up at 22,104, a 4.5 percent decline over last fall. Despite this decline, which we had expected to actually be higher due to last year's larger graduating class and the previous year's enrollment, we are encouraged by other positive factors. Our entering new freshmen class rose 8.1 percent over last year to 3,722. Besides being much larger than the freshman class of the year before, one of the most encouraging aspects of that class is that its average GPA is 3.48, which is the highest in the history of The University of Akron.

We also are excited that the School of Law continues to grow. In a very challenging environment, it posted an enrollment increase of 5.7 percent.

Our Williams Honors College set a record with 2,235 students enrolled this fall. Its entering freshmen also had the highest average GPA in UA history at 4.04. Our residence halls are nearly at full capacity and have increased close to 13 percent over where we were last year so we are very excited about that.

On the academic front, we have a new General Education program. In fact, we have implemented this new program with this fall's freshman class. The General Ed program requires 37 to 46 credit hours, depending on coursework, and offers much more flexibility than the previous 42-credit-hour program. All students in four-year degree programs complete three tiers of the Gen Ed requirements. I want to thank Dr. Janet Bean, coordinator of Gen Ed in the Office of Academic Affairs, and everyone else who worked on this new program.

We also have some exciting new initiatives looking forward to next year. Last week, we announced that non-resident tuition for out-of-state students will be reduced to \$15,500 per year, down from approximately \$19,500. We are excited about the interest that that has drawn, not only here in the area but across the country as well. We are excited to have more students from out of state and internationally join us.

Also, we expanded the Akron Guarantee Scholarship Program, which has proven so popular with our traditional students. This now will include adult students. Adult students who never attended a university and who are five years removed from high school will be eligible for our Akron Guarantee Scholarship. As a reminder, this scholarship not only is unique in that it guarantees renewal of that scholarship so long as a student is in good academic standing, but also it grows with automatic upgrades. At 30 credits it grows by \$1,500; at 60 credits it grows by \$1,000; by 90 credits it grows by another \$1,000 so a senior-year student would receive \$3,500 more in scholarship assistance than as a freshman. Not only will this apply to adult students, but it also will apply to transfer students. A student attending another four-year institution or a community college who attains a GPA of 3.0 or above after one semester would be eligible for our Akron Guarantee Scholarship as a transfer student, and we look forward to welcoming them. Also, we want to encourage students who have started their degree here at The University of Akron but who have stopped out. If they have been away for more than three years, then we welcome them back with this new Akron Guarantee Scholarship as well.

APPENDIX C: REPORT OF THE PRESIDENT, Page 2

Over the past several weeks, I have been engaging with the University community on many levels. Instead of doing a formal state of the University address, I prefer, as you may know, to do things on a more personalized level. I have been enjoying engaging with our departments, colleges and units on a person-to-person basis, including a meeting yesterday at 6 a.m. with our third shift facilities folks.

On September 27, as you know, we inaugurated our International Center with a ribbon cutting ceremony at the center located on the third floor of Buchtel Hall. The center offers a one-stop shop that provides several key functions:

- International Recruitment

For the first time ever, we have four dedicated international recruiters.

- Immigration Services
- Center for International Students and Scholars

This center serves our population of 1,145 international students from 78 countries. Our largest population here at The University of Akron this semester is from Saudi Arabia, followed by China and India. We are very excited about the prospects for programming and the different events that we will be holding here both for our international students and for our domestic students who are interested in internationalism, globalism and the like. We truly do welcome folks from all around the country and we are excited to see the interest that we have been generating as well.

As another highlight, we are rolling out a new program that you may not know about. It is job shadowing for at-risk STEM students. We have received a \$450,000 National Science Foundation grant to create a cross-college retention program for at-risk, first-year STEM students. The grant leverages two of our University's strengths by enabling these at-risk students to shadow UA STEM students in their co-op jobs or internships with local and regional employers. Our Colleges of Engineering, Applied Science and Technology, Education, and the Buchtel College of Arts and Sciences as well as the Career Center, are collaborating on this exciting project.

This past month, we signed a partnership with Barberton High School to create an early college program. Like the agreements that we have signed with Akron Public Schools and with Portage Lakes Career Center, this agreement will enable Barberton students to complete college-level academic courses while they are in high school. In fact, in our early college program here on campus in conjunction with Akron Public Schools, 90 percent of students actually graduate with an associate degree from The University of Akron within days of graduating from high school.

We recently announced our intention to restore The University of Akron baseball team and establish a women's lacrosse team in time to compete in the 2019-2020 academic year. These programs will be unique and distinctive in that they will feature an Ohio-focused, student-athlete recruiting strategy; use existing University and community facilities including InfoCision Stadium, our baseball stadium and Canal Park; and look at different cost controls. A financial

APPENDIX C: REPORT OF THE PRESIDENT, Page 3

analysis of both sports indicates that revenue generated by new students participating in these sports, combined with our cost-control model, would more than offset any institutional expenditures that would be associated with fielding these teams. We are very excited about the prospect of bringing baseball back to the fold and providing new opportunities for female student-athletes who are here in the area as well.

I would like to briefly acknowledge just a few of the notable recent achievements of our truly exceptional faculty.

There is good and bad news about Law Professor Ryan Holte. The good news is that in August the White House announced it will nominate him to the distinguished position of U.S. Court of Federal Claims Judge. The bad news is that we potentially will be losing Ryan as director of our Center for Intellectual Property Law and Technology, but hopefully we can find ways to collaborate with Ryan going forward.

We also would like to congratulate Dr. Jon Miller and those who are associated with The University of Akron Press. The Press's recent publication, Leslie Harrison's "The Book of Endings," is one of only five titles on the short list for the distinguished 2017 National Book Award in Poetry. The winner will be announced next month. That truly is an amazing accomplishment for The University of Akron Press, to which we pay tribute as well for its selection process and everything that went in to the publication of that book.

Our College of Education and Buchtel College of Arts and Sciences have received a five-year, national professional development grant totaling \$2.37 million from the U. S. Department of Education. The grant supports the work of principal investigators, Dr. Shernavaz Vakil, Dr. Wei Zhang and Dr. Valerie Sartor in the Northeast Ohio ACHIEVE Project, which focuses on coursework to improve teaching English to speakers of other languages.

The Northeast Ohio Innovation Fund has selected two of our technology-based startups for funding: Fontus Blue, a software based on research by Dr. Christopher Miller; and OncoSolutions, a testing service for the pharmaceutical industry derived from research by Dr. Hossein Tavana.

Dr. Marnie Saunders, who previously won a National Science Foundation CAREER award for her work on bone remodeling, has received a second NSF grant totaling almost \$330,000 to continue that work.

Another NSF grant, this one for \$400,000, will enable Dr. Hazel Barton, Dr. John Senko and Dr. Ira Sasowsky to continue their research on cave formation in the iron ore caves of Brazil.

While those colleagues are heading into the earth with their research, Dr. Jin Wei Kocsis' work is taking her in the opposite direction. She recently received a prestigious \$333,000 Early Career Faculty grant from NASA for her work on space communications.

APPENDIX C: REPORT OF THE PRESIDENT, Page 4

Finally, congratulations to two of our faculty for local awards: Dr. Junliang Tao has received the 2017 Gary W. Johnson Young Civil Engineer Award from the Akron Canton Section of the American Society of Civil Engineering; and Dr. Lynn Kline was named president of the Ohio Association of Teacher Educators.

Our congratulations go to all of these exceptional faculty and researchers as well.

In the world of students, we are excited by our new bicycle program that we have on campus thanks to the John S. and James L. Knight Foundation and to Summit Cycling Center. There are 20 bikes that can be signed out from either the Student Recreation and Wellness Center or Parking Services next to Simmons Hall. We look forward to expanding that program.

We were much honored to be able to plan and host the Black Male Summit. In fact, it was the tenth anniversary of our Black Male Summit. At this time I ask Jolene Lane, our chief diversity officer and vice president for inclusion and equity, to tell us about the success of the Black Male Summit as she was integral in planning and hosting that event.

Ms. Lane:

“This was, I believe, our largest summit to date. We had 1,338 registrants; those were not inclusive of the high school students who had a separate track. There were 400 high school students from Akron Public Schools, Wooster City Schools and Canton Schools. We had some students from many universities as far away as California. We had a number of university students from the Midwest—Milwaukee, Indiana and Chicago—and we believe that we had, in counting, a total of 600 university students, of which 200 were from The University of Akron. I estimate that there were probably slightly more than 200 of our students because they did not all register, and of course, we did not turn them away. We had 35 sessions that were split between Friday and Saturday; we had six keynote addresses, three on Friday and three on Saturday; and we had two additional keynotes that were specifically for the high school students and their programs. So overall, I think it was very successful. We do not yet know our total expenditures but we have happily stayed within budget, and we are looking forward to the next Black Male Summit the first weekend of April.”

Thank you; congratulations on a successful event.

I also would like to congratulate Ms. Laura Carey and her colleagues in the Career Center for organizing very successful career fairs last week for our students. In fact, more than 165 companies attended the Engineering & Science Career Fair on Tuesday, October 3. We did not have room for all companies that wanted to attend so an additional 32 companies will be returning this month to engage with our STEM students. We had a record attendance of students, more than 1,700 who registered for this event. The next day, we had an additional 124 employers arrive for the internship and career fair for all other majors. More than 700 students attended that event.

APPENDIX C: REPORT OF THE PRESIDENT, Page 5

I also want to thank everyone who was involved in organizing and pulling off a great Homecoming and family visit weekend last week. In fact, it was encouraging to see that we had close to 1,200 family members and students who were part of that family weekend. That was four times the number of participants in attendance last year. In terms of Homecoming, it was a great day with many, many events across campus. Many alumni whom we hadn't seen for a long time returned. I would like to congratulate Coach Terry Bowden and his football team for winning the game in decisive fashion, 31 to 3, to conclude the day. The weather was great, and hopefully that will continue along with the winning ways and the school spirit that we are seeing.

I also want to extend my thanks to everyone who participated in the wonderful ribbon-cutting and open house for the unveiling of the \$21 million renovation of the C. Blake McDowell Law Center. The new 12,000-square-foot west wing addition is absolutely fantastic. As you know, we accomplished that renovation debt free thanks to a decade of planning, saving and the generosity of hundreds of private donors, with a recent push over the last two to three years to ensure that the renovation was possible. Personally, it has given me a new appreciation for the art of choosing furniture, carpeting and paint. It is quite the task to do that, and we are excited to have the entire 100,000-square-foot facility on our campus. I hope that you have been able to check it out.

Going forward, I would like to remind you that the E. J. Thomas Performing Arts Hall has launched its new season. I have already been to a couple of events; it seems to be one of the strongest in years. Our partnerships with Akron Civic Theatre and Cleveland's Playhouse Square have contributed to our ability to offer quality and affordable entertainment. We really have been blessed by the addition of a National Choreography Center here on our campus and the events that they have been running as well. We also have seen a resurgence of interest by donors. In particular, the Flying Balcony Club has generously funded some of the improvements that are ongoing at E. J. Thomas Hall. Hopefully, you will take advantage of this great entertainment value, the athletic events on campus and all of the exciting speakers and academic endeavors that we have going on here as well.

APPENDIX D: INTRODUCTION - FEATURED STUDENTS

KENDAL ROZAIESKI

Kendal Rozaieski graduated from Marlinton High School in 2014. A Williams Honors College student, she currently is studying Exercise Science with a pre-physical therapy focus. Kendal is plans to attend Duke University next fall to pursue her Doctor of Physical Therapy.

During her studies at The University of Akron, Kendal has shadowed multiple physical therapists in the area, including Mentis Neuro Rehab facility and Mercy Medical Center. Kendal takes part in various clubs on campus, participates in community service projects with groups like the Circle K Kiwanis Club, and volunteers with the Coordinated Approach To Child Health (CATCH) program to teach children at the YMCAs about nutrition and physical activity.

During the past year, Kendal founded a campus chapter of her family's heroin awareness organization called Arika's Angels, and she recently assisted in hosting a recovery walk at the Stile Field House that helped to raise \$25,000 to benefit local rehab centers.

EMILY SEBUNIA

Emily Sebulnia is from Pittsburgh, Pennsylvania where she graduated from Plum Senior high school in 2013. She currently is a Williams Honors College senior and will graduate this December with a degree in Nursing.

Emily is an action-taker who has held several leadership positions in student organizations, including Rhythm & Roos, a capella signing group, Alpha Delta Pi Sorority and the Panhellenic Council. She is a member of multiple honorary groups, including the National Society of Leadership and Success, Golden Key, and Sigma Theta Tau International Nursing Society. Emily works as a peer mentor for fellow honors nursing students, and she gives back to the Akron community through varied volunteer work. She is extremely passionate about the field of nursing and looks forward to focusing on her studies in graduate school.

She serves also as president of the Honors Business Group and vice president of the International Business Association, two student organizations on campus.

During the past year, Emily was a member of the Hult Prize team that competed in Shanghai, China. Her international experience also includes membership in the Student2Student Global Exchange as well as service as an international student orientation leader.

Over the past summer she worked as a market research intern at Kinetico Incorporated in Newbury, Ohio.

In her free time, Emily likes to play intramural soccer and futsal.

THE UNIVERSITY OF AKRON

RESOLUTION 12- -17

Pertaining to Approval of Board Meeting Minutes

BE IT RESOLVED, that the minutes of the Board of Trustees meeting of October 11, 2017, be approved.

M. Celeste Cook, Secretary
Board of Trustees

December 6, 2017

December 6, 2017

Board Meeting

Presiding:

William A. Scala

1	Personnel Actions
2	*Investment Report for the Three Months Ended September 30, 2017
3	*Financial Report for the Three Months Ended September 30, 2017
4	*Purchase for More Than \$500,000
5	*Spring 2018 Course Fee Increase Recommendations
6	*Report to the Ohio Task Force on Affordability and Efficiency in Higher Education
7	*Mutual Aid Agreements: a. City of Orrville b. U. S. Marshals Service
8	*Cumulative Gift and Grant Income Report for July 1 through October 31, 2017
9	*Phased Retirement Program for Staff and Contract Professional Employees
	For Information Only:
10	Purchases \$25,000 to \$500,000
11	Advancement Report
12	University Communications and Marketing Report
13	Capital Projects Report
*	CONSENT AGENDA: ITEMS 2, 3, 4, 5, 6, 7, 8, 9

FINANCE & ADMINISTRATION COMMITTEE

TAB 1

PERSONNEL

SUMMARY REPORT OF FULL-TIME PERSONNEL ACTIONS
SUMMARY REPORT OF FULL-TIME PERSONNEL ACTIONS ADDENDUM
FULL-TIME EMPLOYEE PERSONNEL ACTIONS
FULL TIME EMPLOYEE PERSONNEL ACTIONS ADDENDUM
PART-TIME FACULTY TEACHING CREDIT COURSES
EMPLOYEES PAID FOR ACTIVITIES NOT RELATED TO CREDIT TEACHING
GRADUATE ASSISTANTS
UNCLASSIFIED CLASSIFICATION CHANGES
CLASSIFIED CLASSIFICATION CHANGES
CWA CLOTHING ALLOWANCE REPORT

In accordance with resolution 6-67, adopted July 12, 1967, routine personnel matters concerning faculty and staff are listed separately in the attached, and are recommended for the action indicated for each individual and to be effective as noted.

Pay grade assigned only to contract professional and unclassified exempt and nonexempt positions.

December 6, 2017

Talent Development & Human Resources

Summary Report of Full-Time Personnel Actions for Board of Trustees

December 6, 2017

The following information is provided to summarize significant personnel actions contained in the full-time employee personnel actions report and addendum:

Separations – 9 Total

Voluntary Separations – 8

Resignations 7 Total– 3 Contract Professional and 4 Staff

Retirements 1 Total– 1 Faculty

During the current fiscal year 24 employees have retired or provided notice of their intent to retire: 4 Faculty, 4 Contract Professional and 16 Staff

During the previous fiscal year 81 employees retired or provided notice of their intent to retire: 28 Faculty, 14 Contract Professional and 39 Staff

Involuntary Separations – 1

1. James Shultz, Grant Accountant, Office of the Associate Vice President and Controller. Contract Professional position, non-renewal without cause.

Retire/Rehire Actions

University Rule 3359-11-15 provides that current employees can retire from the University and request approval to return to work in their same position for a period of one year at a reduced salary of 80 percent.

There is one personnel action to approve a retire/rehire agreement. Initial notification was provided at the October Board meeting:

Joseph Kiba, Building Maintenance Superintendent, Physical Facilities Operations Center will retire on December 31, 2017 and return to work on January 3, 2018 on a one-year retire/rehire agreement at 80 percent of his current rate of pay.

At this time, there are six approved retire/rehire agreements.

Transitions After Retirement Program (TARP)

There are no new agreements to report.

At this time, there are 11 approved TARP agreements in place.

Emeritus Status

There are two recommendations for emeritus status in accordance with Article 21 of the American Association of University Professors (AAUP) Collective Bargaining Agreement/University Rules:

1. Elizabeth Erickson, Associate Professor Emeritus, Economics, College of Business Administration
2. Deborah Okonieski, Professor of Instruction Emeritus, Mathematics, Buchtel College of Arts and Science

Athletics

There are seven personnel actions in Athletics totaling \$21,825 for one-time payments for sports camps and event management. They can be summarized as follows:

1. Two payments for sports camps for Volleyball totaling \$10,700.
2. One payment for sports camp for Men's Soccer totaling \$10,000.
3. Four one-time payments totaling \$1,125 for work performed as Event Manger/Game Manager for sponsored events using University athletic facilities.

Personnel Actions Subject to University Rule 3359-9-01

University Rule 3359-9-01 provides that special conditions of employment not otherwise included in the routine personnel reports provided at Board meetings, such as financial or other commitments by the University in the amount of ten thousand dollars or more beyond the individual's base salary and regular employee benefits, including but not limited to "start-up" funding for research, multi-year employment terms, provision for automobile, stipend, one-time payments, liquidated damages, deferred compensation, etc., must be made subject to Board approval.

There are two personnel actions with special conditions of employment to report:

1. Dr. Ruel McKenzie has been appointed as an Assistant Professor in Polymer, College of Polymer Science and Polymer Engineering. To assist Dr. McKenzie in developing a strong research program, the College of Polymer Science and Polymer Engineering will provide \$440,000 in support - \$200,000 capital; \$158,000 for graduate assistantship support; \$50,000 for summer salary for two years; and \$32,000 for materials, supplies and travel.
2. The Department of Athletics seeks to extend the employment contract of David Trainor, Head Men's Golf Coach, for three years from August 31, 2017 through August 31, 2020.

Significant Personnel Actions to Note

There are two personnel actions for continuing full-time positions that provide ongoing adjustments totaling \$4,876 to salaries of existing employees. They can be summarized as follows:

1. Jane Fink, Director, Counseling and Accessibility Services-Wayne College, grade 122. \$2,204 increase to reflect change in evaluation of position from Personal Counselor/Americans with Disabilities Act, grade 121.
2. Jeanette Wade, Assistant Professor of Instruction, Family & Consumer Sciences, Buchtel College of Arts and Sciences received a \$2,672 salary adjustment in accordance with the American Association of University Professors collective bargaining agreement Article 16, Section 6.

Reports

To facilitate the review of groups of similarly situated employees, there are a number of separate personnel action reports submitted to the Board. This month's reports include the following:

- Summary Report of Full-time Employee Personnel Actions
- Full-time Employee Personnel Actions
- Part-time Faculty Teaching Credit Courses
- Employees Paid for Activities Not Related to Credit Teaching
- Graduate Assistants
- Unclassified Classification Changes
- Notification of Reemployment
- 2017 CWA Clothing Allowance

<u>Name</u>	<u>Job/Dept/Job Function</u>	<u>Effective Date</u>	<u>Salary/Term</u>	<u>Comments</u>
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FULL-TIME EMPLOYEE PERSONNEL ACTIONS

Office of the President

Appointment/Reappointment

Ahmed, Krystal D.	Web Editor & Designer/University Communications & Marketing/Contract Professional	10/30/17	\$42,500.00 12 mo	Appointment
Knisely, Alexander L.	Media Relations Specialist/University Communications & Marketing/Contract Professional	10/30/17	\$35,000.00 12 mo	Appointment
Ly, Jennifer M.	Graphic Designer/University Communications & Marketing/Contract Professional	10/10/17	\$40,000.00 12 mo	Appointment
Nussen, Nicholas B.	Content Writer/University Communications & Marketing/Contract Professional	10/02/17	\$40,000.00 12 mo	Appointment

Office of Athletics

Appointment/Reappointment

Armstrong, Jordan S.	Assistant Volleyball Coach/Office of Athletics/Contract Professional	10/03/17	\$5,300.00 one time payment	Payment for working volleyball camps
Coppinger, Gerard	Assistant Men's Soccer Coach/Office of Athletics/Contract Professional	03/01/17 02/28/18	\$10,000.00 12 mo	Additional compensation for working men's soccer camps
Hanna, Thomas C.	Head Volleyball Coach/Office of Athletics/Contract Professional	10/03/17	\$5,400.00 one time payment	Payment for working volleyball camps
Hoon, Allan	Director, Athletics Operations & Events/Office of Athletics/Contract Professional	08/26/17	\$300.00 one time payment	Payment for working as Event Manager for the American Heart Association walk
		09/22/17	\$450.00 one time payment	Payment for working as Game Manager for the Hoban versus Saint Vincent-Saint Mary football game
		10/01/17	\$175.00 one time payment	Payment for working as Event Manager for the National Alliance on Mental Illness walk
		10/01/17	\$200.00 one time payment	Payment for working as Event Manager for the Alzheimer's Association walk

Change

Hubbard, Dan	Assistant Equipment Manager/ Office of Athletics/Staff	10/18/17	\$1,064.80 biweekly	Amend action approved at October 11, 2017 Board of Trustees meeting; hire date change from 09/25/17
Trainer, David	Head Men's Golf Coach/Office of Athletics/Contract Professional	10/27/17	\$68,881.00 12 mo	Extension of employment contract end date from August 31, 2017 to August 31, 2020

Office of Academic Affairs**Appontment/Reappointment**

Lin, Yang Y.	Professor, Communication; Director, Confucius Institute/Office of Academic Affairs/Faculty (BUF)	08/28/17 12/17/17	\$4,500.00 9 mo (stipend)	Temporary administrative stipend for Director assignment; base salary is \$91,637.00/9 mo
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Division of Student Success**Appointment/Reappointment**

Bernard, William R.	Assistant Director, Student Life/Student Life/Contract Professional	11/13/17	\$43,880.00 12 mo	Appointment vice A. Doehring
Cox, Liann	Manager, Facilities & Aquatics/Student Recreation & Wellness Services/Contract Professional	11/20/17	\$37,000.00 12 mo	Appointment
Moore, Elise M.	Administrative Assistant/Career Services/Staff	10/19/17	\$12.23 hourly	Appointment
Scales, Malik T.	Academic Adviser - Academic Achievement Programs/Academic Achievement Programs/Staff	10/02/17 09/30/18	\$1,268.80 biweekly	Appointment vice D. Clift

Change

Keramidas, Natacha L.	Psychology Resident/Counseling & Testing Center/Contract Professional	10/11/17	\$64,000.00 12 mo	Title change from Psychologist
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Separation

Poulson, LaToya S.	Administrative Secretary Grant Funded- Academic Achievement/Academic Achievement Programs/Staff	10/06/17	\$11.28 hourly	Resignation
Venuto, Jennifer S.	Assistant Director, Student Union Event Planning/Student Life/Contract Professional	10/13/17	\$43,880.00 12 mo	Resignation

Vice President, Finance & Administration/CFO

Appointment/Reappointment

Baldwin, Lunette J.	Assistant Manager, Payroll/Office of the Associate Vice President & Controller/Contract Professional	11/13/17	\$52,000.00 12 mo	Appointment vice B. Hall
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Separation

Shultz, James M.	Grant Accountant/Office of the Associate Vice President & Controller/Contract Professional	01/19/18	\$42,500.00 12 mo	Non-renewal
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Vice President, Development

Appointment/Reappointment

Stacks, Ursula	Manager, Data Systems & Services/Department of Development/Staff	10/30/17	\$2,101.34 biweekly	Appointment vice J. Stoyhoff
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Office of Capital Planning & Facilities Management

Appointment/Reappointment

Bosch, Jonathan	Storekeeper/Physical Facilities Operation Center/Staff	09/18/17	\$16.16 hourly	Appointment vice M. Gauer; successful internal applicant; salary adjustment from \$15.10/H; title change from Laborer; grade change from 03 to 25
Campbell II, Theodore J.	Maintenance Repair Worker/Physical Facilities Operation Center/Staff	10/16/17	\$18.32 hourly	Appointment vice J. Grimsley; successful internal applicant; salary adjustment from \$15.10/H; title change from Laborer; grade change from 03 to 07
Gatti, Jacob L.	Assistant Building Services Worker/Physical Facilities Operation Center/Staff	10/16/17	\$13.46 hourly	Appointment vice J. Cory
Hanes, Allen M.	Laborer/Physical Facilities Operation Center/Staff	10/17/17	\$14.66 hourly	Appointment vice K. Martin
Kiba, Joseph S.	Building Maintenance Superintendent/Physical Facilities Operation Center/Staff	01/03/18 01/02/19	\$23.82 hourly	Rehire in accordance with reemployment agreement for retirees at 80% of current salary
Weems, Chris D.	Laborer/Physical Facilities Operation Center/Staff	10/17/17	\$14.66 hourly	Appointment vice S. Adkins

Change

Cross, Rocky L.	Safety Officer/Physical Facilities Operation Center/Staff	09/25/17	\$1,923.08 biweekly	Transfer via search waiver; salary change from \$23.57/H; title change from Building Maintenance Assistant Superintendent; grade change from 117 to 120
Gauer, Mark E.	Building Services Worker Certified/Physical Facilities Operation Center/Staff	09/18/17	\$15.10 hourly	Transfer; salary change from \$16.16/H; title change from Storekeeper; grade change from 25 to 02
Gromofsky, John A.	Physical Facilities Operations Center Inventory Manager/Physical Facilities Operation Center/Staff	10/16/17	\$2,008.80 biweekly	Transfer via reorganization; title change from Manager, Zone Operations

Separation

Gray, Dorland	Building Services Worker/Physical Facilities Operation Center/Staff	09/29/17	\$14.43 hourly	Resignation
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Office of Information Technology Services

Appointment/Reappointment

Weyandt, Mike A.	Information Technology Infrastructure Server Administrator/Hardware, Operations & Operating Systems Services/Staff	10/16/17	\$1,538.46 biweekly	Appointment vice A. Lucas
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Office of Talent Development & Human Resources

Separation

Dispina, Christine A.	Human Resources Business Analyst/Talent Development & Human Resources/Contract Professional	10/04/17	\$53,581.00 12 mo	Resignation
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Office of Research Administration & Technology Transfer

Appointment/Reappointment

Njus, Emily M.	Coordinator, Grants Senior/Office of Research Administration/Staff	11/27/17	\$1,826.00 biweekly	Appointment vice A. Riggleman
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Buchtel College of Arts & Sciences

Appointment/Reappointment

Kaltenthaler, Karl C.	Professor, Political Science; Director, Competitive Fellowships; Fellow, Ray C. Bliss Institute of Applied Politics/Department of Political Science/Faculty (BUF)	09/01/17	\$98,819.00	Temporary additional title of Director, Competitive Fellowships
		08/31/19	9 mo	
Kreider, Kevin L.	Professor, Mathematics; Professor, Civil Engineering; Department Chair, Mathematics/Department of Mathematics/Faculty	11/01/17	\$131,527.00	Temporary additional title and administrative stipend for Department Chair assignment; salary adjustment from \$107,613.00/9 mo; title change from Interim Department Chair, Mathematics; appointment basis change from 9 mo
		06/30/21	12 mo	
		11/01/17	\$10,000.00	
		06/30/18	12 mo (stipend)	
Marion, Nancy E.	Professor, Political Science; Professor, Criminal Justice Studies; Department Chair, Political Science; Department Chair, Criminal Justice Studies; Department Chair, Public Administration & Urban Studies/Department of Political Science/Faculty	11/01/17	\$124,817.00	Temporary additional title and administrative stipend for Department Chair assignments; salary adjustment from \$123,817.00/12 mo; title change from Interim Department Chair, Political Science; Interim Department Chair, Criminal Justice Studies; Interim Department Chair, Public Administration & Urban Studies; stipend adjustment from \$10,000.00/12 mo
		06/30/20	12 mo	
		11/01/17	\$12,000.00	
		06/30/18	12 mo (stipend)	
Moore, Theresa L.	Office Assistant/School of Family & Consumer Sciences/Staff	09/27/17 12/31/17	\$12.23 hourly	Temporary appointment vice J. Horn
Walter, Heather L.	Associate Professor, Communication; Director, School of Communication/School of Communication/Faculty	11/01/17	\$95,047.00	Temporary additional title and administrative stipend for Director assignment; salary adjustment from \$77,766.00/9 mo; appointment basis change from 9 mo
		06/30/21	12 mo	
		11/01/17	\$10,000.00	
		06/30/18	12 mo (stipend)	
Ziegler, Christopher J.	Professor, Chemistry; Department Chair, Chemistry; Interim Department Chair, Physics/Department of Chemistry/Faculty	11/01/17	\$127,565.00	Temporary additional title and administrative stipend for Department Chair assignment; salary adjustment from \$103,553.00/9 mo; title change from Interim Department Chair, Chemistry; stipend basis change from 9 mo; appointment basis change from 9 mo
		06/30/20	12 mo	
		11/01/17	\$10,000.00	
		06/30/18	12 mo (stipend)	

Change

Bolton, Philathia	Assistant Professor, English/Department of English/Faculty (BUF)	11/06/17	\$52,530.00 9 mo	One year extension of tenure probationary period from Fall 2018 to Fall 2019
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Loth, Dorothy	Project Manager, Chiari Database/Department of Psychology/Staff	10/30/17 04/15/18	\$923.08 biweekly	Voluntary temporary reduction in work schedule from 40 hours to 24 hours weekly; salary change from \$1,538.46/BW
Okonieski, Deborah A.	Professor of Instruction Emeritus, Mathematics/Department of Mathematics/Faculty (BUF)	12/31/16		Title change, award of emeritus status
Wade, Jeanette	Assistant Professor of Instruction, Family & Consumer Sciences/Department of Child & Family Development/Faculty (BUF)	08/28/17	\$48,572.00 9 mo	Salary adjustment from \$45,900.00/9 mo in accordance with American Association of University Professors collective bargaining agreement Article 16, Section 6

College of Business Administration

Change

Erickson, Elizabeth B.	Associate Professor Emeritus, Economics/Department of Economics/Faculty (BUF)	05/31/17		Title change, award of emeritus status
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LeBron James Family Foundation College of Education

Appointment/Reappointment

Kushner Benson, Susan N.	Associate Professor, Education/Department of Educational Foundations & Leadership/Faculty (BUF)	12/09/17	\$5,000.00 one time payment	Payment for data collection and analysis for LeBron James Family Foundation evaluation project
		05/05/18	\$5,000.00 one time payment	Payment for data collection and analysis for LeBron James Family Foundation evaluation project
Welton, Evonn N.	Professor, Education; Interim Department Chair, Curricular & Instructional Studies; Interim Department Chair, Educational Foundations & Leadership/Department of Curricular & Instructional Studies/Faculty	08/28/17	\$148,620.00	Temporary additional title and administrative stipend for Interim Department Chair assignments; salary adjustment from \$121,598.00/9 mo; appointment basis change from 9 mo
		06/30/18	12 mo \$14,862.00 12 mo (stipend)	

College of Engineering

Appointment/Reappointment

Buldum, Alper	Professor, Mechanical Engineering; Professor, Chemistry/Department of Mechanical Engineering/Faculty (BUF)	08/28/17	\$93,101.00	Joint appointment with Mechanical Engineering (primary) and Chemistry (secondary)
		05/15/20	9 mo	

Li, Shengxi	Postdoctoral Research Associate/Department of Chemical & Biomolecular Engineering/Staff	12/01/17 04/15/18	\$1,396.77 biweekly	Temporary reappointment
Roke, David A.	Associate Professor, Civil Engineering; Chair Undergraduate Committee, Civil Engineering/Department of Civil Engineering/Faculty (BUF)	08/28/17 05/20/18	\$5,000.00 9 mo (stipend)	Temporary additional title and administrative stipend for Chair assignment; base salary is \$85,097.00/9 mo
Vasenda, Sandra	Administrative Assistant/Department of Biomedical Engineering/Staff	10/16/17	\$12.23 hourly	Appointment vice C. LaBelle; successful internal applicant; salary adjustment from \$19.23/H; title change from HIEI Grant Coordinator; department change from College of Polymer Science & Polymer Engineering, Office of the Dean
Yinger, Katey K.	Coordinator, Administrative Services - College of Engineering/College of Engineering, Office of the Dean/Staff	10/23/17	\$19.23 hourly	Appointment vice D. Beynon

Change

Duirk, Stephen E.	Associate Professor, Civil Engineering/Department of Civil Engineering/Faculty (BUF)	10/01/17	\$89,000.00 9 mo	Relinquish Chair, Undergraduate Committee, Civil Engineering title and temporary \$5,000.00/9 mo administrative stipend
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College of Health Professions

Appointment/Reappointment

Brown, Diane K.	Assistant Professor, Nursing/School of Nursing/Faculty (BUF)	08/28/17 05/20/18	\$1,000.00 9 mo (stipend)	Temporary administrative stipend for serving on the Pre-Health Committee; base salary is \$70,000.00/9 mo
Cross, Monika	Assistant Professor of Instruction, Allied Health Technology; Clinical Coordinator, Surgical Assisting Technology/Division of Allied Health Technology/Faculty (BUF)	01/17/17	\$50,000.00 9 mo	Additional title of Clinical Coordinator, Surgical Assisting Technology
		08/28/17 12/24/17	\$2,925.00 9 mo (stipend)	Temporary administrative stipend for Clinical Coordinator assignment
Fiala, William C.	Professor of Practice, Allied Health Technology; Associate Director, Medical Assisting Technology/Division of Allied Health Technology/Faculty (BUF)	06/01/15	\$54,060.00 9 mo	Additional title of Associate Director, Medical Assisting Technology
		08/28/17 12/24/17	\$3,487.50 9 mo (stipend)	Temporary administrative stipend for Associate Director assignment

Gamble, Sherry L.	Associate Professor, Surgical Assisting Technology; Program Director, Surgical Assisting Technology/Division of Allied Health Technology/Faculty (BUF)	08/28/17 12/24/17	\$4,331.25 9 mo (stipend)	Temporary administrative stipend for Program Director assignment; base salary is \$74,005.00/9 mo
Horn, Judy K.	Coordinator, Medical Billing-Speech Language Pathology & Audiology/School of Speech-Language Pathology & Audiology/Staff	10/09/17	\$15.86 hourly	Appointment; successful internal applicant; salary change from \$13.10/H; title change from Administrative Assistant; department change from Department of Family & Consumer Sciences; grade change from 116 to 119
Kraft, Kristine N.	Associate Professor, Allied Health Technology; Interim Director, School of Allied Health Technology; Program Director, Medical Assisting Technology/Division of Allied Health Technology/Faculty	08/28/17 12/24/17	\$4,331.25 9 mo (stipend)	Temporary administrative stipend for Program Director assignment; base salary is \$69,718.00/10 mo
McClish, Tammy A.	Assistant Professor of Practice, Allied Health Technology, Clinical Coordinator, Radiologic Technology/Division of Allied Health Technology/Faculty (BUF)	08/28/17	\$49,500.00 9 mo	Additional title of Clinical Coordinator, Radiologic Technology
		08/28/17 12/24/17	\$2,925.00 9 mo (stipend)	Temporary administrative stipend for Clinical Coordinator assignment
Whipple, David L.	Professor of Practice, Allied Health Technology; Director, Radiologic Technology/Division of Allied Health Technology/Faculty (BUF)	08/29/16	\$71,400.00 9 mo	Additional title of Director, Radiologic Technology
		08/28/17 12/24/17	\$3,487.50 9 mo (stipend)	Temporary administrative stipend for Director assignment

Separation

English, Kristina M.	Professor, Speech-Language Pathology & Audiology/School of Speech-Language Pathology & Audiology/Faculty (BUF)	05/31/18	\$90,818.00 9 mo	Retirement
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Williams Honors College

Change

Colucci, Anthony P.	Director, Study Abroad & Honors Experience/Williams Honors College, Office of the Dean/Contract Professional	11/01/17	\$57,000.00 12 mo	Transfer via reorganization; title change from Director, Graduate Admissions & Student Services; department change from Graduate School
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Separation

Walter, Lauren J.	Academic Adviser II/Williams Honors College, Office of the Dean/Contract Professional	10/20/17	\$37,500.00 12 mo	Resignation
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School of Law

Appointment/Reappointment

Starnes, Sarah	Assistant Law Librarian Reference Services/Law Library/Contract Professional	11/13/17	\$50,000.00 12 mo	Appointment vice P. Glessner
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Separation

Davis, Jacquelyn M.	Program Coordinator, Law School Centers/School of Law, Office of the Dean/Staff	10/12/17	\$15.00 hourly	Resignation
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College of Polymer Science & Polymer Engineering

Appointment/Reappointment

McKenzie, Ruel	Assistant Professor, Polymer Engineering/Department of Polymer Engineering/Faculty (BUF)	01/02/18	\$93,000.00 9 mo	Appointment; will receive additional \$440,000.00 in start-up funds (\$200,000.00 capital; \$32,000.00 materials/supplies/travel; \$50,000.00 summer salary for 4 months over first 2 summers; \$158,000.00 graduate assistantship support)
Wang, Zilu	Senior Postdoctoral Fellow/Department of Polymer Science/Staff	09/11/17 09/09/18	\$1,923.08 biweekly	Temporary reappointment; promotion; salary adjustment from \$1,692.31/BW; title change from Postdoctoral Research Fellow

Change

Wilhite, Deborah E.	Administrative Assistant/Department of Polymer Engineering/Staff	09/04/17	\$13.34 hourly	Transfer via reorganization; department change from College of Polymer Science & Polymer Engineering, Office of the Dean
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College of Applied Science & Technology

Appointment/Reappointment

Herold, Kelly M.	Assistant Dean, College of Applied Science and Technology; Chief Administrator, East Central Regional College Technical Preparation/Program of Study Center/College of Applied Science & Technology, Office of the Dean/Contract Professional	07/01/17 09/30/17	\$15,000.00 12 mo (stipend)	Extension of temporary administrative stipend for Chief Administrator assignment; base salary is \$107,834.00/12 mo
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Kandray, Daniel	Associate Professor, Manufacturing Engineering Technology & Mechanical Engineering Technology/Department of Engineering & Science Technology/Faculty (BUF)	08/28/17	\$72,002.00 9 mo	Relinquish Program Director, Manufacturing Engineering Technology & Automated Manufacturing Technology duties and temporary \$6,000.00/9 mo administrative stipend
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University Libraries

Separation

Coley, Kristina J.	Library Specialist/University Libraries, Access Services/Staff	10/13/17	\$13.98 hourly	Resignation
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Wayne College

Appointment/Reappointment

Brinker, Lori A.	Associate Professor, Office Technology/Business & Office Technology-Wayne College/Faculty (BUF)	01/17/17 05/20/17	\$5,130.00 9 mo (stipend)	Temporary administrative stipend for Office Administration Coordinator duties; base salary is \$70,417.00/9 mo
Ferris, Amber	Assistant Professor, Speech/Speech & Theatre Arts-Wayne College/Faculty (BUF)	08/28/17 12/24/17	\$3,206.25 9 mo (stipend)	Temporary administrative stipend for Distinguished Student Coordinator duties; base salary is \$54,631.00/9 mo
Gatzia, Dimitria E.	Associate Professor, Philosophy/Philosophy-Wayne College/Faculty (BUF)	08/28/17 12/24/17	\$4,275.00 9 mo (stipend)	Extension of temporary administrative stipend for Honors Program Coordinator duties; base salary is \$64,965.00/9 mo
Henderson-Ross, Jodi A.	Assistant Professor, Sociology/Sociology-Wayne College/Faculty (BUF)	08/28/17 05/20/18	\$6,420.00 9 mo (stipend)	Temporary stipend for teaching 30 load hours; base salary is \$55,500.00/9 mo
Howley, Heather A.	Associate Professor, Communication/Speech & Theatre Arts-Wayne College/Faculty (BUF)	08/28/17 05/20/18	\$7,440.00 9 mo (stipend)	Extension of temporary stipend for teaching 30 load hours; base salary is \$64,012.00/9 mo
		08/28/17 12/24/17	\$4,809.38 9 mo (stipend)	Extension of temporary administrative stipend for Area Coordinator duties; base salary is \$64,012.00/9 mo
Meehan, Susanne M.	Professor, Psychology/Psychology-Wayne College/Faculty (BUF)	08/28/17 12/24/17	\$5,343.75 9 mo (stipend)	Extension of temporary administrative stipend for Area Coordinator duties; base salary is \$83,215.00/9 mo
Obiekwe, Jerry C.	Professor, Mathematics/Mathematics-Wayne College/Faculty (BUF)	08/28/17 05/20/18	\$8,820.00 9 mo (stipend)	Extension of temporary stipend for teaching 30 load hours; base salary is \$87,802.00/9 mo
Roncone, John E.	Associate Professor, Sport Science & Wellness Education/Sport Science & Wellness Education - Wayne College/Faculty (BUF)	08/28/17 12/24/17	\$1,603.13 9 mo (stipend)	Extension of temporary administrative stipend for Technical Coordinator duties; base salary is \$66,185.00/9 mo
Snow, Alan J.	Associate Professor, Biology/Biology-Wayne College/Faculty (BUF)	08/28/17 05/20/18	\$7,440.00 9 mo (stipend)	Temporary stipend for teaching 30 load hours; base salary is \$64,215.00/9 mo

Turner, Carol M.	Professor, Chemistry/Chemistry-Wayne College/Faculty (BUF)	08/28/17 12/24/17	\$3,740.63 9 mo (stipend)	Extension of temporary administrative stipend for Area Coordinator duties; base salary is \$79,227.00/9 mo
Vierheller, Timothy R.	Professor, Physics, Interim Associate Dean, Wayne College/Physics-Wayne College/Faculty (BUF)	08/28/17 05/20/18	\$8,820.00 9 mo (stipend)	Extension of temporary stipend for teaching 30 load hours; base salary is \$97,192.00/9 mo
Wadia, Adil M.	Associate Professor, Geosciences/Geosciences-Wayne College/Faculty (BUF)	08/28/17	\$7,440.00	Extension of temporary stipend for teaching 30 load hours; base salary is \$67,050.00/9 mo
		05/20/18	9 mo (stipend)	
Watters, Shawn D.	Assistant Professor, Education/Educational Foundations-Wayne College/Faculty (BUF)	08/28/17	\$6,210.00	Extension of temporary stipend for teaching 30 load hours; base salary is \$54,631.00/9 mo
		05/20/18	9 mo (stipend)	
Weinstein, Paul B.	Professor, History/History-Wayne College/Faculty (BUF)	08/28/17	\$6,946.88	Extension of temporary administrative stipend for Technical Coordinator duties; base salary is \$54,631.00/9 mo
		12/24/17	9 mo (stipend)	
Weinstein, Paul B.	Professor, History/History-Wayne College/Faculty (BUF)	08/28/17	\$3,740.63	Extension of temporary administrative stipend for Area Coordinator duties; base salary is \$88,183.00/9 mo
		12/24/17	9 mo (stipend)	
Woods, Douglas B.	Associate Professor, Business Management Technology/Business & Office Technology-Wayne College/Faculty (BUF)	08/28/17	\$8,820.00	Extension of temporary stipend for teaching 30 load hours; base salary is \$88,183.00/9 mo
		05/20/18	9 mo (stipend)	
Yin, Zhijun	Assistant Professor of Instruction, Mathematics/Mathematics-Wayne College/Faculty (BUF)	08/28/17	\$7,440.00	Extension of temporary stipend for teaching 30 load hours; base salary is \$75,012.00/9 mo
		05/20/18	9 mo (stipend)	
<u>Change</u>				
Dreher, Christine D.	Coordinator, Learning Support Services/Developmental Programs-Wayne College/Contract Professional	05/01/17	\$40,800.00 10 mo	Job reclassification via job audit; title change from Coordinator, Smucker Learning Center Computer Lab
Fink, Jane M.	Director, Counseling & Accessibility Services-Wayne College/Student Services Administration-Wayne College/Contract Professional	05/01/17	\$57,303.00 12 mo	Job reclassification via job audit; salary adjustment from \$55,099.00/12 mo; title change from Personal Counselor/Americans with Disabilities Act Coordinator; grade change from 121 to 122

Talent Development & Human Resources

Summary Report of Full-Time Personnel Actions in Addendum for Board of Trustees

December 6, 2017

The following information is provided to summarize significant personnel actions contained in the Addendum for full-time employee personnel actions:

Separations in Addendum – 8 Voluntary

Resignations 4 total – 1 Faculty, 2 Contract Professional and 1 Staff

Retirements 4 total – 1 Faculty, 1 Contract Professional and 2 Staff

Separations in Full-time Personnel Actions and Addendum– 17

Voluntary Separations – 16

Resignations 11 Total– 1 Faculty, 5 Contract Professional and 5 Staff

Retirements 5 Total– 2 Faculty, 1 Contract Professional and 2 Staff

During the current fiscal year 28 employees have retired or provided notice of their intent to retire: 5 Faculty, 5 Contract Professional and 18 Staff

During the previous fiscal year 81 employees retired or provided notice of their intent to retire: 28 Faculty, 14 Contract Professional and 39 Staff

Involuntary Separations - 1

Emeritus Status

There is one recommendation for emeritus status in the Addendum in accordance with Article 21 of the American Association of University Professors (AAUP) Collective Bargaining Agreement/University Rules:

1. Dr. Raymond Cox III, Professor Emeritus, Public Administration and Urban Studies, Buchtel College of Arts and Sciences.

<u>Name</u>	<u>Job/Dept/Job Function</u>	<u>Effective Date</u>	<u>Salary/Term</u>	<u>Comments</u>
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**FULL-TIME EMPLOYEE PERSONNEL ACTIONS
ADDENDUM**

Office of Athletics

Appointment/Reappointment

Lyles, Carjay	Assistant Track Coach/Office of Athletics/Contract Professional	11/06/17	\$36,129.00 12 mo	Appointment vice D. Stokowska
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Separation

Lumpkin, Ricky	Coordinator, Academics - Football/Office of Athletics/Contract Professional	12/31/17	\$35,000.00 12 mo	Resignation
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Office of Capital Planning & Facilities Management

Separation

Marrelli, Guy	Electrical Engineer/Physical Facilities Operation Center/Contract Professional	12/31/17	\$75,533.00 12 mo	Retirement
Thompson, Frankie	Director, Building Services, Grounds & Special Services, Recycling/Physical Facilities Operation Center/Staff	12/31/17	\$2,851.63 biweekly	Retirement

Buchtel College of Arts & Sciences

Appointment/Reappointment

Lewis, Kevin D.	Academic Adviser II/Buchtel College of Arts & Sciences, Office of the Dean/Contract Professional	12/04/17	\$37,500.00 12 mo	Appointment vice J. Minocchi
Steer, David N.	Associate Dean, Buchtel College of Arts & Sciences; Department Chair, Geosciences; Professor, Geosciences; Interim Department Chair, Statistics; Interim Department Chair, Computer Science/Buchtel College of Arts & Sciences, Office of the Dean/Faculty	11/01/17 06/30/21	\$117,000.00 12 mo	Temporary additional title and administrative stipend for Department Chair, Geosciences assignment; salary adjustment from \$111,000.00/12 mo;
		11/01/17 06/30/18	\$10,000.00 12 mo (stipend)	
		11/01/17 06/30/18	\$7,000.00 12 mo (stipend)	
Wyszynski, Matthew A.	Professor, Modern Languages; Coordinator, Spanish/ Department of Modern Languages/Faculty (BUF)	12/24/17	\$13,509.00 one time payment	Payment for overload

<u>Name</u>	<u>Job/Dept/Job Function</u>	<u>Effective Date</u>	<u>Salary/Term</u>	<u>Comments</u>
<u>Change</u>				
Cox III, Raymond W.	Professor Emeritus, Public Administration & Urban Studies/Department of Public Administration & Urban Studies/Faculty (BUF)	12/31/17		Title change, award of emeritus status
<u>Separation</u>				
Bromley, Bonnie J.	Department Administrative Assistant/Department of English/Staff	01/31/18	\$22.93 hourly	Retirement
College of Business Administration				
<u>Separation</u>				
Ramcharran, Harridutt	Professor, Finance & International Business/Department of Finance/Faculty (BUF)	12/31/17	\$154,593.00 9 mo	Retirement
LeBron James Family Foundation College of Education				
<u>Appointment/Reappointment</u>				
Hergenrather, Diane M.	Coordinator, Projects/Department of Curricular & Instructional Studies/Contract Professional	11/01/17 08/31/18	\$38,956.00 12 mo	Temporary reappointment
College of Engineering				
<u>Appointment/Reappointment</u>				
Kannan, Manigandan	Research Assistant Professor, Mechanical Engineering/Department of Mechanical Engineering/Faculty	12/01/17 12/31/17	\$56,650.00 12 mo	Temporary reappointment; salary adjustment from \$55,000.00/12 mo due to increased duties
College of Health Professions				
<u>Separation</u>				
Nunez, April	Nurse Practitioner, Nursing/School of Nursing/Contract Professional	11/21/17	\$85,000.00 12 mo	Resignation

<u>Name</u>	<u>Job/Dept/Job Function</u>	<u>Effective Date</u>	<u>Salary/Term</u>	<u>Comments</u>
School of Law				
<u>Appointment/Reappointment</u>				
Heinz, Michelle D.	Office Assistant/School of Law, Office of the Dean/Staff	11/01/17 12/03/17	\$14.51 hourly	Temporary appointment
Reff, Kelsey E.	Office Assistant/School of Law, Office of the Dean/Staff	10/30/17 03/04/18	\$14.51 hourly	Temporary appointment
College of Polymer Science & Polymer Engineering				
<u>Change</u>				
Becker, Matthew L.	Professor, Polymer Science; W. Gerald Austen Endowed Chair in Polymer Science & Polymer Engineering/Department of Polymer Science/Faculty (BUF)	12/15/17	\$213,622.00 9 mo	Relinquish Associate Dean, Research appointment and \$18,000.00/12 mo administrative stipend
<u>Separation</u>				
Ye, Changhuai	Postdoctoral Fellow/Department of Polymer Engineering/Staff	10/20/17	\$1,346.15 biweekly	Resignation
College of Applied Science & Technology				
<u>Appointment/Reappointment</u>				
Elsely, Chelsey B.	Project Manager/College of Applied Science & Technology, Office of the Dean/Staff	11/13/17	\$20.00 hourly	Appointment vice T. Harris
University Libraries				
<u>Separation</u>				
Garewal, Kevin R.	Assistant Professor, Bibliography; Head, Research & Learning Services/University Libraries, Research & Learning Services/Faculty	12/01/17	\$88,000.00 12 mo	Resignation

<u>NAME</u>	<u>JOB/DEPT/ JOB FUNCTION</u>	<u>EFFECTIVE DATE</u>	<u>SALARY/TERM</u>	<u>COMMENTS</u>
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**FULL-TIME EMPLOYEE PERSONNEL ACTIONS RECOMMENDED
IN EXECUTIVE SESSION FOR APPROVAL IN PUBLIC SESSION WITH THE
PERSONNEL ACTIONS, AS AMENDED**

OFFICE OF ACADEMIC AFFAIRS

Change

Gentile, Kim	Senior Associate Director, Admissions Outreach/ Admissions/Contract Professional	10/25/17	\$90,000.00 12 mo	Salary adjustment from \$75,000.00/12 mo for additional duties
Kraus, William	Associate Provost for Enrollment Management/Office of Academic Affairs/Contract Professional	02/01/18	\$160,000.00 12 mo	Appointment vice L. Thorpe
Ramsier, Rex	Executive Vice President & Chief Administrative Officer; Senior Vice President & Provost; Professor, Physics/Office of Academic Affairs/Faculty	12/06/17	\$302,572.00 12 mo	Title change from Senior Vice President & Provost

THE UNIVERSITY OF AKRON

RESOLUTION 12- -17

Pertaining to Personnel Actions

BE IT RESOLVED, that the Personnel Actions recommended by President Matthew J. Wilson, dated December 6, 2017, as attached, which include but are not limited to hires, promotions, leaves, fellowships, reclassifications, renewals, non-renewals, orders of removal, etc., be approved as amended.

M. Celeste Cook, Secretary
Board of Trustees

FINANCE & ADMINISTRATION COMMITTEE

APPENDIX 1

PERSONNEL

PART-TIME TEACHING CREDIT COURSES FOR SUMMER/FALL 2017

Name	Title	Department	Amount	Term Rate	Action	Term
OFFICE OF ACADEMIC AFFAIRS						
Aquino,Antonina D	Associate Lecturer	Developmental Programs	3600.00	900.00	REH	Fall
Collins,Pamela S	Senior Lecturer	Developmental Programs	1800.00	900.00	REH	Fall
*Darah,Patrick A	Senior Lecturer	Developmental Programs	4000.60	1000.15	REH	Fall
Eddy-Broadwater,Dontriette	Senior Lecturer	Developmental Programs	3394.88	848.72	REH	Fall
*Gruccio,Margaret I	Senior Lecturer	Developmental Programs	3983.92	995.98	REH	Fall
Johnson,Karen E	Senior Lecturer	Developmental Programs	1971.20	985.60	HIR	Fall
Knapp,Gary F	Senior Lecturer	Developmental Programs	3462.76	865.69	REH	Fall
Marcum,Deborah N	Senior Lecturer	Developmental Programs	3462.76	865.69	REH	Fall
Mikolajczyk,Julia A	Assistant Lecturer	Developmental Programs	1520.94	760.47	REH	Fall
Stein,Karen M	Prof Instr-Summer	Developmental Programs	3100.00	1550.00	REH	Summer
Subichin,Joan Eileen	Assistant Lecturer	Developmental Programs	4500.00	750.00	HIR	Fall
DIVISION OF STUDENT SUCCESS						
Bates,Carese A	Assistant Lecturer	Student Success Center	1600.00	800.00	HIR	Fall
Stinson,Shaddrick A	Assistant Lecturer	Office of Student Success	1600.00	800.00	REH	Fall
Zhao,Julie Yuhua	Assistant Lecturer	Student Success Center	800.00	800.00	HIR	Fall
BUCHTEL COLLEGE OF ARTS & SCIENCES						
Barnes,Jeffrey J	Assistant Lecturer	History	1700.00	850.00	REH	Fall
Bell,Charles E	Senior Lecturer	History	1853.48	926.74	PRO	Fall
Bell,Charles E	Senior Lecturer	History	1853.48	926.74	PRO	Fall
Bowman,Christine L	Associate Lecturer	History	5235.00	872.50	DTA	Fall
Bowman,Christine L	Associate Lecturer	History	5235.00	872.50	PRO	Spring
Brndiar,John J	Assistant Lecturer	Music	1600.00	800.00	REH	Fall
*Brooks,Stephen C	Assoc Prof	Political Science	5775.00	1925.00	REH	Fall
Brownlow,Robert J	Prof Instr-Summer	Music	465.00	1550.00	HIR	Summer
Byron,Gary L	Senior Lecturer	Child & Family Development	1066.36	1066.36	DTA	Fall
Byron,Gary L	Senior Lecturer	Family & Cons Sciences	1066.36	1066.36	REH	Fall
Byron,Gary L	Senior Lecturer	Family & Cons Sciences	1066.36	1066.36	REH	Fall
Cox III,Raymond W	Professor-Summer	Public Admin & Urban Studies	8100.00	2700.00	REH	Summer
Dudack,Matthew John	Senior Lecturer	Music	6535.14	848.72	DTA	Fall
Dugan,Dennis	Special Lecturer	Dance, Theatre & Arts Admin	3084.03	1028.01	REH	Fall
Eichler,David L	Assistant Lecturer	History	1400.00	700.00	REH	Fall
Faraji,Elahe	Special Lecturer	English Language Institute	2500.00	625.00	REH	Fall
Gonder,Mark H	Special Lecturer	Music	1353.74	752.08	DTA	Fall
Gonder,Mark H	Special Lecturer	Music	1504.16	752.08	REH	Fall
Jolly,Tucker R. R	Senior Lecturer	Music	3360.00	1200.00	REH	Fall
Kappler,Rachele M	Prof Instr-Summer	Institute Lifespan Dev & Ger	263.50	1550.00	HIR	Summer
Kenngott,Catherine	Senior Lecturer	History	2133.94	1066.97	REH	Fall
Kovach,Angela J	Assistant Lecturer	Family & Cons Sciences	1575.90	787.95	REH	Fall
Kovach,Angela J	Assistant Lecturer	Family & Cons Sciences	1575.90	787.95	REH	Fall
Kushious,Paul Davidson	Special Lecturer	Music	3780.00	1400.00	REH	Fall
Kushious,Paul Davidson	Special Lecturer	Music	1400.00	1400.00	REH	Fall
Lauritsen,Kimberly Sue	Associate Lecturer	Music	3400.00	850.00	REH	Fall
Lowers MA,Jennifer Rose	Assistant Lecturer	English Language Institute	2700.00	675.00	REH	Fall
Minocchi,Joseph	Associate Lecturer	Music	2640.00	800.00	REH	Fall
Newton,Dean A	Senior Lecturer	Music	4728.84	1028.01	DTA	Fall
Pauley,Marsha M.	Assistant Lecturer	English Language Institute	5080.00	635.00	HIR	Fall
Pittinger,Michelle L	Senior Lecturer	English Language Institute	6600.00	825.00	REH	Fall
Powell,Timothy W	Senior Lecturer	Music	2121.80	848.72	DTA	Fall
Seo,Hyejin (Grace)	Assistant Lecturer	Music	6300.00	700.00	DTA	Fall
Stephens,Brenda	Associate Lecturer	English Language Institute	6000.00	750.00	HIR	Fall
Vensel,Katie E	Assistant Lecturer	Family & Cons Sciences	1950.00	650.00	REH	Fall
Wehrmann,Rock	Special Lecturer	Music	2030.61	752.08	REH	Fall
Wehrmann,Rock	Special Lecturer	Music	752.08	752.08	REH	Fall
Weyant,Thomas B	Senior Lecturer	History	2023.18	1011.59	REH	Fall

PART-TIME TEACHING CREDIT COURSES FOR SUMMER/FALL 2017

Name	Title	Department	Amount	Term Rate	Action	Term
BUCHTEL COLLEGE OF ARTS & SCIENCES (Cont.)						
Yelanjian,Sue Ann	Assistant Lecturer	Music	1100.00	1100.00	REH	Fall
Yelanjian,Sue Ann	Assistant Lecturer	Music	715.00	1100.00	REH	Fall
COLLEGE OF BUSINESS ADMINISTRATION						
Creamer,Katherine H	Assistant Lecturer	CBA Dean's Office	1207.00	850.00	REH	Fall
Floyd,Kristina M	Assistant Lecturer	CBA Dean's Office	1207.00	850.00	REH	Fall
Freund,Elizabeth L	Assistant Lecturer	CBA Dean's Office	1207.00	1700.00	REH	Fall
Gaspro,Joe P	Assistant Lecturer	Marketing	3000.00	1000.00	REH	Fall
Gaspro,Joe P	Assistant Lecturer	Marketing	3000.00	1000.00	REH	Fall
Shiban,Abbey P	Senior Lecturer	CBA Dean's Office	1207.00	1700.00	REH	Fall
Smith,Jane E	Assistant Lecturer	Marketing	850.00	850.00	HIR	Fall
Todorovich,Amanda S	Assistant Lecturer	Marketing	850.00	850.00	HIR	Fall
Tuesday,Caroline	Assistant Lecturer	CBA Dean's Office	1207.00	850.00	REH	Fall
LEBRON JAMES FAMILY FOUNDATION COLLEGE OF EDUCATION						
Murdoch-Warner,Margaret Kate	Senior Lecturer	Curr & Instr Studies	3200.00	800.00	HIR	Fall
COLLEGE OF ENGINEERING						
Arnold,William Allen	Associate Lecturer	Civil Engineering	477.40	1591.35	REH	Fall
COLLEGE OF HEALTH PROFESSIONS						
Gill,Angela	Special Lecturer	Nursing	4050.00	900.00	HIR	Fall
Jackson,Barbara L	Associate Lecturer	Sport Science & Wellness Educ	2530.32	843.44	PRO	Fall
Kline,Gloria Jean	Senior Lecturer	Nursing	3600.00	1200.00	HIR	Fall
Marshall,Brenda L	Special Lecturer	Nursing	4050.00	900.00	HIR	Fall
Piriak,Nicole	Special Lecturer	Allied Health Technology	8640.00	864.00	DTA	Fall
Richards,Suzanne C	Special Lecturer	Allied Health Technology	6912.00	864.00	REH	Fall
Smith,Nicole L	Special Lecturer	Allied Health Technology	3456.00	864.00	REH	Fall
COLLEGE OF APPLIED SCIENCE & TECHNOLOGY						
Dees,Flora Novella Randall	Senior Lecturer	Applied General & Tech Studies	2000.00	1000.00	HIR	Fall
Edmonds,Clarence D	Special Lecturer	Business & Info Technology	6438.58	757.48	DTA	Fall
Hazlett,William J	Senior Lecturer	Applied General & Tech Studies	3600.00	900.00	REH	Fall
Holland Jr,William B	Assistant Lecturer	Disaster Science & Emerg Svs	2272.44	757.48	HIR	Fall
Holmes,Nickole D	Assistant Lecturer	Applied General & Tech Studies	2100.00	700.00	HIR	Fall
Stang,Jean M	Senior Lecturer	Applied General & Tech Studies	2661.81	887.27	REH	Fall
Wainwright,Christine Lorraine	Senior Lecturer	Applied General & Tech Studies	3025.23	1008.41	REH	Fall
Weber,Richard T	Senior Lecturer	Disaster Science & Emerg Svs	2597.07	865.69	REH	Fall
WAYNE COLLEGE						
Attili,Maurizio	Assistant Lecturer	English-Wayne	2912.88	728.22	HIR	Fall
Baird,Ellen M	Senior Lecturer	Associate Studies-Wayne	2680.47	893.49	REH	Fall
Bragg,Todd A	Senior Lecturer	Economics-Wayne	2781.00	927.00	HIR	Fall
Buckeye,Sheila T	Assistant Lecturer	Educational Foundations-Wayne	4167.48	694.58	HIR	Fall
Butts,Theresa A	Special Lecturer	Business & Office Tech-Wayne	2235.06	745.02	REH	Fall
Capitena,Dianne M	Assistant Lecturer	Educational Foundations-Wayne	2970.52	742.63	HIR	Fall
Clark,John P.	Senior Lecturer	Mathematics-Wayne	7734.88	966.86	REH	Fall
Dreher,Christine D	Senior Lecturer	Developmental Programs-Wayne	4014.32	1003.58	REH	Fall
Ericksen,Julia A	Senior Lecturer	Psychology-Wayne	3118.86	1039.62	REH	Fall
Ericksen,Julia A	Senior Lecturer	Developmental Programs-Wayne	2079.24	1039.62	HIR	Fall
Hacker,Jonathan J	Special Lecturer	Art-Wayne	2785.80	696.45	DTA	Fall
Harrison-Coats,DaNeen Y	Senior Lecturer	Associate Studies-Wayne	1776.16	888.08	REH	Fall
Huth MA,Brian R	Associate Lecturer	Philosophy-Wayne	2357.46	785.82	REH	Fall
Jackson,Barbara L	Associate Lecturer	Sport Sci & Well Educ Wayne	1686.88	843.44	REH	Fall
Maringer,Richard M	Assoc Prof	Economics-Wayne	5775.00	1925.00	REH	Fall
Maringer,Richard M	Assoc Prof	Economics-Wayne	11550.00	1925.00	REH	Fall
Moss Jr,Albert J	Assistant Lecturer	Sport Sci & Well Educ Wayne	688.97	688.97	REH	Fall

PART-TIME TEACHING CREDIT COURSES FOR SUMMER/FALL 2017

Name	Title	Department	Amount	Term Rate	Action	Term
WAYNE COLLEGE (Cont.)						
Muhlhauser,Ian G	Assistant Lecturer	Philosophy-Wayne	2163.57	721.19	REH	Fall
Parvin,Mark R	Senior Lecturer	Economics-Wayne	2668.20	889.40	HIR	Fall
Reinthal,William A	Senior Lecturer	Geosciences-Wayne	968.18	968.18	REH	Fall
San,Kyu Kyu	Associate Lecturer	Biology-Wayne	3603.37	800.75	REH	Fall
Sherry,Steven P	Senior Lecturer	Physics-Wayne	3559.00	889.75	HIR	Fall
Spoerndle,Regenia E	Associate Lecturer	GS: Eff Oral Comm-Wayne	2850.00	950.00	PRO	Fall
Swan,Sharon M.	Assistant Lecturer	Developmental Programs-Wayne	2066.91	688.97	REH	Fall
Thiery,Elaine	Assistant Lecturer	English-Wayne	6000.00	1000.00	HIR	Fall
Waldenmaier,Jacob	Senior Lecturer	Philosophy-Wayne	2665.02	888.34	REH	Fall
*Warrick,John David	Senior Lecturer	Mathematics-Wayne	1657.45	1104.97	REH	Fall
Weckesser,Thomas S	Assistant Lecturer	Sport Sci & Well Educ Wayne	1514.02	757.01	REH	Fall
Yerman,William M	Assistant Lecturer	Chemistry-Wayne	1072.71	715.14	HIR	Fall

EMPLOYEES PAID FOR ACTIVITIES NOT RELATED TO CREDIT TEACHING SUMMER/FALL 2017; SPRING 2018

Name	Title	Department	Job	Eff Date	Term Date	Amount	Action	Reason
OFFICE OF ATHLETICS								
Dennison,Brian L	Asst Dir of Athl Comm	Office of Athletics	CP	8/28/2017	8/28/2017	500.00	REH	1XP
Duncan,Marvin B	Events Assistant	Office of Athletics	STA	9/1/2017	12/31/2017	28.64	HIR	TMP
Ehinger,Kacie	Asst Volleyball Coach	Office of Athletics	CP	10/3/2017	10/3/2017	1800.00	REH	1XP
Fiocca,Patrick D	Athletics Game & Events Asst	Office of Athletics	STA	9/15/2017	10/27/2017	100.00	REH	1XP
Fiocca,Patrick D	Athletics Game & Events Asst	Office of Athletics	STA	10/6/2017	10/27/2017	50.00	REH	1XP
Fiocca,Patrick D	Athletics Game & Events Asst	Office of Athletics	STA	10/27/2017	10/27/2017	50.00	REH	1XP
*Franck,Martin J	Athletics Game & Events Asst	Office of Athletics	STA	9/9/2017	9/8/2017	10.00	RET	REG
Grassell,Duane V	Athletics Game & Events Asst	Office of Athletics	STA	8/24/2017	6/11/2018	8.50	HIR	TMP
Haselden,Judy	Athletics Game & Events Asst	Office of Athletics	STA	8/24/2017	6/11/2018	8.50	HIR	TMP
Hepburn,Karlie	Camp Manager	Office of Athletics	STA	8/30/2017	8/30/2017	1990.00	REH	1XP
Hionides-Giffen,Sharon	Athletics Game & Events Asst	Office of Athletics	STA	9/9/2017	6/11/2018	10.00	HIR	TMP
Hogsett,Scherrie D	Athletics Game & Events Asst	Office of Athletics	STA	9/13/2017	6/11/2018	8.50	HIR	TMP
Hornyak,Amanda M	Athletics Game & Events Asst	Office of Athletics	STA	10/18/2017	6/11/2018	8.50	HIR	TMP
Keith,Brian C	Video Production Intern	Office of Athletics	STA	9/11/2017	6/11/2018	11.76	HIR	TMP
Kreptowski,Joseph	Athletics Game & Events Asst	Office of Athletics	STA	9/15/2017	10/27/2017	100.00	REH	1XP
Kreptowski,Joseph	Athletics Game & Events Asst	Office of Athletics	STA	10/6/2017	10/27/2017	50.00	REH	1XP
Kreptowski,Joseph	Athletics Game & Events Asst	Office of Athletics	STA	10/17/2017	10/27/2017	50.00	REH	1XP
Nelson,Adam C	Athletics Game & Events Asst	Office of Athletics	STA	8/24/2017	6/11/2018	8.50	HIR	TMP
O'Connell,Adam D	Dir Ticket Operations	Office of Athletics	CP	9/22/2017	9/22/2017	200.00	REH	1XP
Pierce,Gregory	Events Assistant	Office of Athletics	CP	8/26/2017	10/1/2017	300.00	HIR	1XP
Pierce,Gregory	Events Assistant	Office of Athletics	CP	9/22/2017	10/1/2017	200.00	REH	1XP
Pierce,Gregory	Events Assistant	Office of Athletics	CP	10/1/2017	10/1/2017	450.00	REH	1XP
Plybon,Mike S	Events Assistant	Office of Athletics	STA	9/1/2017	12/31/2017	26.20	HIR	TMP
Stott,Nancy S	Camp Worker	Office of Athletics	STA	1/1/2018	12/31/2018	20.64	REA	TMP
White,Michael P	Asst Athletics Trainer	Office of Athletics	CP	8/1/2017	8/1/2017	500.00	HIR	1XP
Wypasek,Daniel J	Mgr Athletics Ops & Events	Office of Athletics	CP	7/29/2017	9/22/2017	500.00	REH	1XP
Wypasek,Daniel J	Mgr Athletics Ops & Events	Office of Athletics	CP	9/22/2017	9/22/2017	200.00	REH	1XP
OFFICE OF ACADEMIC AFFAIRS								
Booker,Tonya K	Academic Adviser I	UA Adult Focus	STA	10/23/2017	6/30/2018	15.00	HIR	TMP
Fitzpatrick,Rosemary A	Lecturer	UA Solutions	FAC	9/24/2017	9/30/2017	1680.00	REH	TMP
Guo,Run	Visiting Professor	Office of Academic Affairs	FAC	8/23/2017	8/23/2018	0.00	HIR	TMP
Harrell,Krystal GD	Adjunct Asst Prof	Military Science & Leadership	FAC	9/1/2017	8/31/2018	0.00	HIR	TMP
Howley,Heather A	Lecturer	UA Solutions	FAC	9/10/2017	11/18/2017	3000.00	HIR	TMP
Icardi,Laura B	Lecturer	UA Solutions	FAC	9/17/2017	10/21/2017	625.00	REH	TMP
Kandray,Daniel E	Lecturer	UA Solutions	FAC	8/27/2017	12/16/2017	6000.00	REH	TMP
McNichols,Heather D	Lecturer	UA Solutions	FAC	9/10/2017	12/9/2017	1320.00	REH	TMP
Rober,Timothy	Adjunct Asst Prof	Military Science & Leadership	FAC	10/3/2017	9/30/2018	0.00	HIR	TMP
Toth,Vanessa	Department Admin Secretary	Medina County Univ Center	STA	11/6/2017		11.28	HIR	REG
Warrick,John David	Lecturer	UA Solutions	FAC	9/24/2017	9/30/2017	70.00	REH	TMP
Younessi,Theodore A	Lecturer	UA Solutions	FAC	9/17/2017	10/28/2017	1215.00	REH	TMP
UNIVERSITY INTERNAL AUDIT								
Koopman,Zachary A	Office Assistant	Univ Internal Audit Office	STA	8/19/2017	9/29/2017	11.50	REA	TMP
DIVISION OF STUDENT SUCCESS								
Bendel,Natalie A	Program Assistant	Office of Accessibility	STA	10/18/2017		12.23	HIR	REG
*Boyer,Joan K.	Registered Nurse-PT	Health Services	STA	9/25/2017	3/2/2018	23.00	REH	TMP
Brown,Janell E	Tutor AAP	Acad Achievement Programs	STA	10/3/2017	5/17/2018	22.00	REH	TMP
Patel,Shirali Y	Tutor AAP	Acad Achievement Programs	STA	10/3/2017	5/17/2018	20.00	REH	TMP
Roebuck,Sandra	Tutor AAP	Acad Achievement Programs	STA	10/5/2017	5/18/2018	20.00	REH	TMP
Sanders,Kimberly	Tutor AAP	Acad Achievement Programs	STA	10/5/2017	5/18/2018	20.00	REH	TMP
Shun,Frances I	Office Assistant	Counseling & Testing Center	STA	9/25/2017	12/15/2017	12.23	REA	TMP
Smith,Shayla S.	Tutor AAP	Acad Achievement Programs	STA	10/5/2017	5/18/2018	20.00	REH	TMP
White,Julie A	Tutor AAP	Acad Achievement Programs	STA	10/5/2017	5/18/2018	20.00	HIR	TMP
VICE PRESIDENT, FINANCE & ADMINISTRATION/CFO								
Chaplin,John M	Senior Lecturer	Hower House	FAC	10/28/2017	10/28/2017	70.00	HIR	1XP
*Fuller,Barb A	TE-PCard Assistant	Purchasing Department	STA	10/16/2017		15.83	HIR	REG
Hreno,Travis M. R.	Assoc Prof	Hower House	FAC	10/28/2017	10/28/2017	70.00	HIR	1XP
*Smith,Lois Marie	Accountant	Assoc VP & Controller	CP	11/1/2017	3/31/2018	36129.00	REA	TMP

EMPLOYEES PAID FOR ACTIVITIES NOT RELATED TO CREDIT TEACHING SUMMER/FALL 2017; SPRING 2018

Name	Title	Department	Job	Eff Date	Term Date	Amount	Action	Reason
OFFICE OF INFORMATION TECHNOLOGY SERVICES								
*Hertzig,Gail A	Project Mgr IT	Information Technolgy Srvs	STA	10/4/2017	2/28/2018	51.82	HIR	TMP
RESEARCH ADMINISTRATION & TECHNOLOGY TRANSFERS								
Evancho-Chapman,Mary	Animal Care & Use Prog Asst	Office of Research Admin	STA	10/1/2017	12/31/2017	0.00	REA	TMP
BUCHTEL COLLEGE OF ARTS & SCIENCES								
Austin,Gerald J	Fellow	Bliss Institute	CP	6/1/2017	6/30/2018	2500.00	PAY	OTH
Austin,Gerald J	Fellow	Bliss Institute	CP	6/1/2017	6/30/2018	10000.00	REA	TMP
Austin,Gerald J	Fellow	Bliss Institute	CP	9/1/2017	6/30/2018	15000.00	PAY	OTH
Calderwood,Sofia	Associate Lecturer	Art	FAC	10/22/2017	10/28/2017	225.00	REH	TMP
Earley,Richard A	Assistant Lecturer	Dance, Theatre & Arts Admin	FAC	9/13/2017	9/13/2017	60.00	REH	TMP
Eichman,Kay E	Lecturer	Dance Institute	FAC	8/28/2017	12/23/2017	2490.54	REH	TMP
Finn,Mary Kay	Lecturer	Dance Institute	FAC	8/28/2017	12/23/2017	2398.28	DTA	OTH
Lehane,Jennifer R	Special Lecturer	Dance, Theatre & Arts Admin	FAC	9/11/2017	9/15/2017	210.00	REH	TMP
Lytton,Alec S	Lecturer	Dance Institute	FAC	8/28/2017	12/23/2017	3239.88	REH	TMP
Lytton,Alec S	Special Lecturer	Dance, Theatre & Arts Admin	FAC	10/4/2017	10/4/2017	60.00	REH	TMP
Lytton,Kathryn M	Lecturer	Dance Institute	FAC	8/28/2017	12/23/2017	1918.35	REH	TMP
McClellan,Marissa L	Special Lecturer	Art	FAC	9/17/2017	9/30/2017	2782.53	REH	TMP
Miller,Ryan A	Lecturer	Music	FAC	9/16/2017	11/21/2017	900.00	REH	TMP
Mitchell,Randall J	Professor-Summer	Biology	FAC	6/2/2017	6/24/2017	8568.00	REH	TMP
Panzner,Matthew J	Visiting Scholar	Chemistry	STA	9/1/2017	8/31/2020	0.00	REA	TMP
Piper,Erica A	Lecturer	Dance Institute	FAC	8/28/2017	12/23/2017	1312.00	REH	TMP
Schullo,Julie M	Lecturer	Dance Institute	FAC	8/28/2017	12/23/2017	1678.95	REH	TMP
Small,Brad M	Laboratory Assistant	Biology	STA	10/1/2017	10/31/2017	12.00	REA	TMP
Small,Brad M	Research Asst	Biology	STA	7/1/2017	8/10/2017	12.00	HIR	SWV
Smith,Adam W	Asst Prof - Summer	Chemistry	FAC	8/1/2017	8/31/2017	8467.83	DTA	OTH
Smith,Jesse F	Laboratory Assistant	Biology	STA	10/1/2017	12/31/2017	12.00	REA	TMP
Wedemiotis,Chryst	Distinguished Prof - Summer	Chemistry	FAC	7/1/2017	7/31/2017	15575.67	REH	TMP
Yasutake,Deborah M	Accompanist	Music	CP	8/28/2017	12/24/2017	17400.00	REH	TMP
COLLEGE OF BUSINESS ADMINISTRATION								
Elamin,Mahmoud	Visiting Research Scholar	Finance	STA	10/16/2017	7/31/2018	0.00	HIR	TMP
Ghosh,Sucharita	Assoc Prof	Economics	FAC	9/18/2017	9/18/2017	2500.00	HIR	1XP
LEBRON JAMES FAMILY FOUNDATION COLLEGE OF EDUCATION								
Kelly,Tricia A	ITEST School Liaison	LBJ FF Education Dean's Office	STA	10/2/2017	8/31/2018	1615.38	HIR	SWV
*Smolen,Lynn Atkinson	Research Assoc	Curr & Instr Studies	STA	10/9/2017	8/31/2018	1334.61	HIR	TMP
*Smolen,Lynn Atkinson	Research Asst	Curr & Instr Studies	STA	10/17/2017	8/31/2018	16.00	PAY	OTH
COLLEGE OF ENGINEERING								
Abbas,Ala R	Professor-Summer	Civil Engineering	FAC	6/1/2017	8/31/2017	600.00	REH	TMP
Amini,Rouzbeh	Asst Prof - Summer	Biomedical Engineering	FAC	6/1/2017	8/31/2017	750.00	REH	TMP
Bandekar,Ashish A	Visiting Research Scientist	Chemical & Biomolecular Engr	STA	10/1/2017	4/1/2018	0.00	HIR	TMP
Cong,Hongbo	Asst Prof - Summer	Chemical & Biomolecular Engr	FAC	6/1/2017	8/31/2017	750.00	REH	TMP
Coutinho,Vitor	Visiting Research Scholar	Electrical & Computer Engr	STA	9/1/2017	6/30/2018	0.00	HIR	TMP
Cutright,Teresa J	Professor-Summer	Civil Engineering	FAC	6/1/2017	8/31/2017	1050.00	REH	TMP
Cutright,Teresa J	Professor-Summer	Civil Engineering	FAC	7/10/2017	7/31/2017	8525.00	REH	TMP
Duirk,Stephen Edward	Assoc Prof - Summer	Civil Engineering	FAC	6/1/2017	8/31/2017	450.00	REH	TMP
Evans,Edward A	Assoc Prof - Summer	Chemical & Biomolecular Engr	FAC	6/1/2017	8/31/2017	1050.00	REH	TMP
Farhad,Siamak	Asst Prof - Summer	Mechanical Engineering	FAC	7/10/2017	8/11/2017	11135.00	REH	TMP
Farhad,Siamak	Asst Prof - Summer	Mechanical Engineering	FAC	6/1/2017	8/31/2017	750.00	REH	TMP
Garafolo,Nicholas G	Asst Prof - Summer	Mechanical Engineering	FAC	6/1/2017	8/31/2017	750.00	REH	TMP
Hu,Yanqi	Research Scholar	Civil Engineering	STA	9/15/2017	8/14/2018	0.00	HIR	TMP
Jindal,Aditya	Research Asst	Chemical & Biomolecular Engr	STA	9/1/2017	11/30/2017	0.00	HIR	TMP
Lee,Kye-Shin	Asst Prof - Summer	Electrical & Computer Engr	FAC	6/1/2017	8/31/2017	1050.00	REH	TMP
Leipzig,Nic D	Assoc Prof - Summer	Chemical & Biomolecular Engr	FAC	6/1/2017	8/31/2017	300.00	REH	TMP
Loth,Francis	Professor-Summer	Mechanical Engineering	FAC	7/1/2017	7/28/2017	13948.00	REH	TMP
Madad,Reza	Asst Prof - Summer	Mechanical Engineering	FAC	6/1/2017	8/31/2017	600.00	REH	TMP
Mittal,Gaurav	Assoc Prof - Summer	Mechanical Engineering	FAC	6/1/2017	8/31/2017	600.00	REH	TMP
Nam,Kyungin	Visiting Research Scholar	Electrical & Computer Engr	STA	2/10/2017	2/9/2018	0.00	HIR	TMP
Noble Jr,Lawrence Dean	Assoc Prof - Summer	Biomedical Engineering	FAC	6/1/2017	8/31/2017	150.00	HIR	TMP

EMPLOYEES PAID FOR ACTIVITIES NOT RELATED TO CREDIT TEACHING SUMMER/FALL 2017; SPRING 2018

Name	Title	Department	Job	Eff Date	Term Date	Amount	Action	Reason
COLLEGE OF ENGINEERING (Cont.)								
Pearson,Sheila L	Tech Writer/Editorial Asst	Civil Engineering	STA	1/1/2018	12/31/2018	12.83	REA	TMP
Pearson,Sheila L	Tech Writer/Editorial Asst	Civil Engineering	STA	8/1/2017	9/16/2017	650.00	REH	1XP
Pearson,Sheila L	Tech Writer/Editorial Asst	Civil Engineering	STA	9/1/2017	9/16/2017	406.25	REH	1XP
Pearson,Sheila L	Tech Writer/Editorial Asst	Civil Engineering	STA	9/16/2017	9/16/2017	217.50	REH	1XP
Pearson,Sheila L	Tech Writer/Editorial Asst	Civil Engineering	STA	8/1/2017	8/18/2017	367.50	REH	1XP
Pearson,Sheila L	Tech Writer/Editorial Asst	Civil Engineering	STA	8/18/2017	8/18/2017	135.00	REH	1XP
Pearson,Sheila L	Tech Writer/Editorial Asst	Mechanical Engineering	STA	9/14/2017	10/14/2017	675.00	REH	1XP
Pearson,Sheila L	Tech Writer/Editorial Asst	Mechanical Engineering	STA	10/14/2017	10/14/2017	585.00	REH	1XP
Quinn,Donald D	Professor-Summer	Mechanical Engineering	FAC	6/1/2017	8/31/2017	300.00	REH	TMP
Roke,David A	Assoc Prof - Summer	Civil Engineering	FAC	6/1/2017	8/31/2017	150.00	REH	TMP
Saunders,Marnie M	Assoc Prof - Summer	Biomedical Engineering	FAC	6/1/2017	8/31/2017	450.00	REH	TMP
Sawyer,Scott D	Assoc Prof - Summer	Mechanical Engineering	FAC	6/1/2017	8/31/2017	600.00	REH	TMP
Schneider IV,William H	Assoc Prof - Summer	Civil Engineering	FAC	5/15/2017	8/22/2017	25185.91	DTA	OTH
Schneider IV,William H	Assoc Prof - Summer	Civil Engineering	FAC	8/11/2017	8/22/2017	25185.91	REH	TMP
Tang,Xiangyang	Research Scholar	Civil Engineering	STA	9/1/2017	8/31/2018	0.00	HIR	TMP
Tavana,Hossein	Assoc Prof - Summer	Biomedical Engineering	FAC	6/1/2017	8/31/2017	150.00	HIR	TMP
Tran,Huu Nghi	Asst Prof - Summer	Electrical & Computer Engr	FAC	6/1/2017	8/31/2017	1050.00	REH	TMP
Veillette,Robert J	Assoc Prof - Summer	Electrical & Computer Engr	FAC	6/1/2017	8/31/2017	1800.00	REH	TMP
Wang,Guo-Xiang	Assoc Prof - Summer	Mechanical Engineering	FAC	6/1/2017	8/31/2017	750.00	REH	TMP
Ye,Chang	Asst Prof - Summer	Mechanical Engineering	FAC	7/2/2017	7/28/2017	9128.29	REH	TMP
Yun,GunJin	Assoc Prof - Summer	Civil Engineering	FAC	6/1/2017	8/31/2017	150.00	REH	TMP
Zhao,Jian	Visiting Research Scholar	Mechanical Engineering	STA	9/11/2017	9/14/2018	0.00	HIR	TMP
Zhao,Weidong	Research Scholar	Mechanical Engineering	STA	9/30/2017	10/1/2019	0.00	HIR	TMP
Zhu,Jiahua	Asst Prof - Summer	Chemical & Biomolecular Engr	FAC	6/1/2017	8/31/2017	150.00	REH	TMP
SCHOOL OF LAW								
Steele,Kenton H	Recruiter/Law Admissions	Law Dean's Office	STA	9/18/2017	12/17/2017	15.86	HIR	TMP
COLLEGE OF POLYMER SCIENCE & ENGINEERING								
Andrews,Anna	Tech Module Dev/Trainer	Polymers Dean's Office	CP	10/1/2017	11/30/2017	41600.00	REA	TMP
Gong,Zihao	Postdoctoral Research Assoc	Polymer Science	STA	9/25/2017	9/23/2018	0.00	HIR	TMP
Khanal,Kiran	Visiting Scholar	Polymer Science	STA	10/1/2017	9/30/2018	0.00	REA	TMP
Liu,Gengxin	Visiting Research Fellow	Polymer Science	STA	10/30/2017	3/31/2018	0.00	REA	TMP
Onozuka,Ryo	Visiting Scholar	Polymer Engineering	STA	10/2/2017	1/31/2018	0.00	HIR	TMP
Seiple,Robert H	Rubber Training Expert	Polymers Dean's Office	STA	9/23/2017	9/24/2018	77.00	JRC	JRC
Seiple,Robert H	Rubber Training Expert	Polymers Dean's Office	STA	9/27/2017	9/24/2018	77.00	REA	REA
COLLEGE OF APPLIED SCIENCE & TECHNOLOGY								
Ager,Brad	Lecturer	Trng Ctr, Fire & Haz Mtrls	FAC	8/28/2017	9/9/2017	240.00	REH	TMP
Amonett,Paul C	Lecturer	Trng Ctr, Fire & Haz Mtrls	FAC	6/5/2017	10/7/2017	846.00	REH	TMP
Amonett,Paul C	Lecturer	Trng Ctr, Fire & Haz Mtrls	FAC	9/4/2017	10/7/2017	648.00	REH	TMP
Anderson,Michael J	Lecturer	Coll of Appl Sci & Tech Dean's	FAC	4/30/2017	9/23/2017	960.00	REH	TMP
Anderson,Robert	Lecturer	Coll of Appl Sci & Tech Dean's	FAC	7/31/2017	10/7/2017	1110.00	REH	TMP
Anderson,Robert	Lecturer	Coll of Appl Sci & Tech Dean's	FAC	9/18/2017	10/7/2017	330.00	REH	TMP
Bechtel,Harvey	Lecturer	Coll of Appl Sci & Tech Dean's	FAC	9/4/2017	9/30/2017	960.00	REH	TMP
Belcher,Marcia C	Professor	Engineering & Science Tech	FAC	12/9/2017	12/9/2017	3000.00	REH	1XP
Bennett,Marilyn S	Adjunct-Early College Prgm	Coll of Appl Sci & Tech Dean's	CP	10/5/2017	6/30/2018	0.00	REH	TMP
Clafflin,Matthew T	Lecturer	Trng Ctr, Fire & Haz Mtrls	FAC	7/31/2017	9/30/2017	1620.00	REH	TMP
Clafflin,Matthew T	Lecturer	Trng Ctr, Fire & Haz Mtrls	FAC	9/4/2017	9/30/2017	2280.00	REH	TMP
Coleman,Richard Scott	Lecturer	Coll of Appl Sci & Tech Dean's	FAC	9/4/2017	10/7/2017	720.00	REH	TMP
Cyphert,Brian R	Lecturer	Trng Ctr, Fire & Haz Mtrls	FAC	8/28/2017	9/30/2017	720.00	REH	TMP
Davis Jr,Jack H	Lecturer	Coll of Appl Sci & Tech Dean's	FAC	9/24/2017	9/30/2017	240.00	REH	TMP
DiMartino,Heaven R	Lecturer	Coll of Appl Sci & Tech Dean's	FAC	8/21/2017	9/9/2017	1770.00	REH	TMP
DiMartino,Heaven R	Lecturer	Coll of Appl Sci & Tech Dean's	FAC	9/4/2017	10/7/2017	600.00	REH	TMP
Dobbins III,Arthur L	Lecturer	Trng Ctr, Fire & Haz Mtrls	FAC	9/18/2017	10/7/2017	360.00	REH	TMP
Dobbins III,Arthur L	Lecturer	Trng Ctr, Fire & Haz Mtrls	FAC	10/2/2017	10/7/2017	120.00	REH	TMP
Duber,John S	Lecturer	Trng Ctr, Fire & Haz Mtrls	FAC	5/8/2017	9/2/2017	396.00	REH	TMP
Elton III,Thomas	Lecturer	Coll of Appl Sci & Tech Dean's	FAC	8/21/2017	9/23/2017	330.00	REH	TMP
George,Glen	Lecturer	Coll of Appl Sci & Tech Dean's	FAC	9/18/2017	9/23/2017	240.00	REH	TMP
Goodwin,Eric L	Lecturer	Coll of Appl Sci & Tech Dean's	FAC	9/18/2017	9/30/2017	480.00	REH	TMP

EMPLOYEES PAID FOR ACTIVITIES NOT RELATED TO CREDIT TEACHING SUMMER/FALL 2017; SPRING 2018

Name	Title	Department	Job	Eff Date	Term Date	Amount	Action	Reason
COLLEGE OF APPLIED SCIENCE & TECHNOLOGY (Cont.)								
Groves,Steven B	Lecturer	Trng Ctr, Fire & Haz Mtrls	FAC	6/5/2017	9/23/2017	792.00	REH	TMP
Groves,Steven B	Lecturer	Trng Ctr, Fire & Haz Mtrls	FAC	8/28/2017	9/23/2017	234.00	REH	TMP
Hart,Todd C	Lecturer	Coll of Appl Sci & Tech Dean's	FAC	9/4/2017	9/30/2017	960.00	REH	TMP
Heilmeier,William K	Lecturer	Coll of Appl Sci & Tech Dean's	FAC	9/4/2017	9/9/2017	90.00	HIR	TMP
Holland Jr,William B	Lecturer	Coll of Appl Sci & Tech Dean's	FAC	8/21/2017	9/30/2017	810.00	REH	TMP
Holland Jr,William B	Lecturer	Coll of Appl Sci & Tech Dean's	FAC	9/11/2017	9/30/2017	330.00	REH	TMP
Hopkins,Andrew T	Lecturer	Trng Ctr, Fire & Haz Mtrls	FAC	5/8/2017	7/15/2017	2421.00	REH	TMP
Horner,William Edward	Lecturer	Trng Ctr, Fire & Haz Mtrls	FAC	9/18/2017	9/23/2017	270.00	REH	TMP
Klink,MaryBeth I	Lecturer	Coll of Appl Sci & Tech Dean's	FAC	10/2/2017	10/7/2017	1440.00	REH	TMP
Knisley,Thomas D	Lecturer	Coll of Appl Sci & Tech Dean's	FAC	9/18/2017	9/23/2017	360.00	REH	TMP
Manes,Scott M	Lecturer	Trng Ctr, Fire & Haz Mtrls	FAC	8/28/2017	9/23/2017	120.00	REH	TMP
Manes,Scott M	Lecturer	Trng Ctr, Fire & Haz Mtrls	FAC	9/11/2017	9/23/2017	300.00	REH	TMP
Mayer,Kevin A	Lecturer	Coll of Appl Sci & Tech Dean's	FAC	8/28/2017	9/30/2017	1020.00	REH	TMP
Mayer,Kevin A	Lecturer	Coll of Appl Sci & Tech Dean's	FAC	9/11/2017	9/30/2017	1770.00	REH	TMP
McCurry,Timothy N	Lecturer	Trng Ctr, Fire & Haz Mtrls	FAC	8/28/2017	9/30/2017	390.00	REH	TMP
McCurry,Timothy N	Lecturer	Trng Ctr, Fire & Haz Mtrls	FAC	9/4/2017	9/30/2017	900.00	REH	TMP
Michalec,Ronald A	Lecturer	Coll of Appl Sci & Tech Dean's	FAC	9/18/2017	9/30/2017	600.00	REH	TMP
Newman,Jeffrey D	Lecturer	Coll of Appl Sci & Tech Dean's	FAC	10/2/2017	10/7/2017	480.00	REH	TMP
Nivens,Dann M	Lecturer	Coll of Appl Sci & Tech Dean's	FAC	9/11/2017	10/7/2017	1185.00	REH	TMP
Parsell,Shawn S	Lecturer	Trng Ctr, Fire & Haz Mtrls	FAC	7/31/2017	9/30/2017	300.00	REH	TMP
Parsell,Shawn S	Lecturer	Trng Ctr, Fire & Haz Mtrls	FAC	9/25/2017	9/30/2017	840.00	REH	TMP
Raines,Randall J	Lecturer	Trng Ctr, Fire & Haz Mtrls	FAC	9/18/2017	9/23/2017	180.00	REH	TMP
Reedy,Brandon L	Lecturer	Trng Ctr, Fire & Haz Mtrls	FAC	8/7/2017	9/23/2017	997.50	DTA	SPV
Reedy,Brandon L	Lecturer	Trng Ctr, Fire & Haz Mtrls	FAC	8/7/2017	9/23/2017	997.50	REH	TMP
Reedy,Brandon L	Lecturer	Trng Ctr, Fire & Haz Mtrls	FAC	9/4/2017	9/9/2017	522.50	REH	TMP
Shellenbarger,Anthony L	Lecturer	Coll of Appl Sci & Tech Dean's	FAC	7/17/2017	9/16/2017	210.00	REH	TMP
Shellenbarger,Anthony L	Lecturer	Coll of Appl Sci & Tech Dean's	FAC	9/11/2017	9/16/2017	120.00	REH	TMP
Smith,Richard	Lecturer	Trng Ctr, Fire & Haz Mtrls	FAC	5/8/2017	7/15/2017	1332.00	REH	TMP
Smith,Stanley H	Lecturer	Coll of Appl Sci & Tech Dean's	FAC	8/21/2017	9/30/2017	240.00	REH	TMP
Smith,Stanley H	Lecturer	Coll of Appl Sci & Tech Dean's	FAC	9/25/2017	9/30/2017	90.00	REH	TMP
Stanley,Jim F	Lecturer	Coll of Appl Sci & Tech Dean's	FAC	9/25/2017	10/7/2017	270.00	REH	TMP
Tomei,Provie L	Lecturer	Coll of Appl Sci & Tech Dean's	FAC	9/9/2017	9/15/2017	90.00	REH	TMP
Tyler,Jeffrey L	Lecturer	Coll of Appl Sci & Tech Dean's	FAC	9/25/2017	9/30/2017	240.00	REH	TMP
Vaughan Jr,Roger	Lecturer	Coll of Appl Sci & Tech Dean's	FAC	9/25/2017	9/30/2017	367.50	REH	TMP
Westfall,Clark	Lecturer	Coll of Appl Sci & Tech Dean's	FAC	10/2/2017	10/7/2017	960.00	REH	TMP
Williams,Mary B	Professor	Business & Office Tech	FAC	12/16/2017	12/16/2017	3000.00	REH	1XP
Wright,Paul J	Lecturer	Coll of Appl Sci & Tech Dean's	FAC	9/11/2017	9/30/2017	600.00	REH	TMP
UNIVERSITY LIBRARIES								
Henderson-Ross,Jodi A	Asst Prof	Instructional Services	FAC	9/15/2017	9/15/2017	250.00	HIR	1XP
Ledendecker,Thea C	Coord, Print Mfg & Dgtl Prod	University Press	STA	10/2/2017		15.86	HIR	REG
Merzweiler,Nicole M	Library Research Asst	UL Archival Services	STA	10/30/2017	10/16/2018	13.31	HIR	TMP
WAYNE COLLEGE								
Dirksen,Darren D	Men's Basketball Coach, ORCC	Wayne College Dean's Office	CP	10/1/2017	2/28/2018	5000.00	REH	TMP
Hartsock,Angela	Asst Prof - Summer	Biology	FAC	6/1/2017	8/31/2017	4000.00	HIR	TMP
Moss Jr,Albert J	Women's Bball Coach, ORCC	Student Services Adm-Wayne	CP	10/1/2017	2/28/2018	5355.00	REH	TMP

GRADUATE ASSISTANTS

Name	Job Family	Dept	Eff Date	Term Date	Cont Rate	Comp Freq	Action	Reason
OFFICE OF ATHLETICS								
Brown,Evan M	GAI	Office of Athletics	9/22/2017	9/22/2017	40.00	D	REH	1XP
Byrne,Kevin J	GAA	Office of Athletics	9/12/2017	1/13/2018	326.00	B	REH	TMP
Conrad,Mackenzie L	GAI	Office of Athletics	8/7/2017	10/20/2017	864.00	B	HIR	1XP
Deep,Allen J	GAI	Office of Athletics	7/1/2017	8/25/2017	244.50	B	REH	SPL
Ladines,Veronica K	GAT	Office of Athletics	7/21/2017	9/16/2017	750.00	B	HIR	1XP
Newnes,Shannon C	GAA	Office of Athletics	8/28/2017	5/12/2018	326.00	B	HIR	TMP
BUCHTEL COLLEGE OF ARTS & SCIENCES								
Connors,John D	GAT	Music	7/1/2017	8/25/2017	1485.00	B	REH	1XP
Cubrich,Marc A	GAR	Psychology	8/28/2017	9/22/2017	1370.00	B	REH	1XP
Detorakis,Caterina S	GAR	Psychology	8/28/2017	9/25/2017	1017.00	B	HIR	1XP
Flores,Catalina	GAR	Psychology	7/17/2017	8/18/2017	2898.00	B	REH	1XP
Krob,Jorian C	GAT	Geosciences	10/3/2017	12/16/2017	756.75	B	HIR	TMP
Long,Preston A	GAT	Music	7/1/2017	8/25/2017	300.00	B	HIR	1XP
Maksuta,Daniel D	GAR	Biology	8/29/2017	8/30/2018	817.49	B	REH	TMP
Murrow,Matthew A	GAT	Physics	12/18/2017	6/30/2018	555.21	B	REH	TMP
Petruzzelli,Alexandra D	GAR	Psychology	7/18/2017	7/21/2017	486.00	B	HIR	1XP
Shields,Javan L	GAT	Music	7/1/2017	8/25/2017	1572.00	B	REH	1XP
Sodhi,Ketaki	GAR	Psychology	8/28/2017	9/22/2017	1240.00	B	HIR	1XP
Stoneking,Ashley R	GAR	Psychology	8/28/2017	9/15/2017	340.00	B	REH	1XP
Sutton,Kaylee Brianne	GAR	Mathematics	8/28/2017	8/18/2018	745.09	B	REH	TMP
Unsworth,Colleen K	GAR	Biology	8/29/2017	8/30/2018	817.49	B	HIR	TMP
VanderLeest,Josh	GAR	Psychology	10/17/2016	2/3/2017	3042.00	B	HIR	1XP
COLLEGE OF BUSINESS ADMINISTRATION								
Olatile,Oluwatoyin	GAR	Finance	8/28/2017	5/12/2018	334.06	B	PAY	OTH
Thoutam,Rasagnya	GAT	CBA Undergraduate Studies	12/17/2017	5/12/2018	167.03	B	REA	TMP
LEBRON JAMES FAMILY FOUNDATION COLLEGE OF EDUCATION								
Abel,Pascalie	GAT	Educ Found & Leadership	9/11/2017	5/7/2018	417.56	B	REH	TMP
COLLEGE OF ENGINEERING								
Alniagerdroudbari,Haniph	GAR	Mechanical Engineering	9/18/2017	5/12/2018	146.00	B	HIR	SPL
Alzioud,Mahmoud A	GAR	Civil Engineering	8/28/2017	12/16/2017	625.00	B	HIR	SPL
Arefin,Mir Shahnewaz	GAR	Civil Engineering	8/28/2017	12/16/2017	625.00	B	HIR	SPL
Borra,Chaitanya	GAR	Mechanical Engineering	8/21/2017	9/8/2017	1960.75	B	REH	1XP
Gade,Harshal	GAT	Chemical & Biomolecular Engr	8/26/2017	6/30/2018	811.07	B	PAY	OTH
Gadhawe,Ashish D	GAR	Chemical & Biomolecular Engr	8/26/2017	6/30/2018	811.07	B	PAY	OTH
Hauff,Derek A	GAR	Civil Engineering	8/28/2017	12/17/2017	809.42	B	PAY	OTH
Jebeli,Mahvash	GAR	Biomedical Engineering	8/21/2017	6/30/2018	884.62	B	HIR	TMP
Khatua,Sourav	GAT	Civil Engineering	8/28/2017	9/30/2017	400.00	B	HIR	1XP
Liu,Yonglan	GAR	Chemical & Biomolecular Engr	9/1/2017	9/15/2017	500.00	B	HIR	SPL
Marchetty,Srikanth	GAR	Civil Engineering	8/28/2017	9/30/2017	500.00	B	REH	1XP
Mathis,Allen T	GAR	Mechanical Engineering	8/28/2017	9/8/2017	1128.75	B	REH	1XP
Mohammed,Abdul Haq	GAR	Mechanical Engineering	11/1/2017	1/31/2018	1000.00	B	PAY	OTH
Mohammed,Abdul Haq	GAR	Mechanical Engineering	2/1/2018	5/12/2018	700.00	B	REH	TMP
Nazari,Masoud	GAR	Electrical & Computer Engr	8/28/2017	8/25/2018	692.00	B	HIR	TMP
Pan,Yanbo	GAT	Chemical & Biomolecular Engr	6/1/2017	8/26/2017	637.50	B	REH	1XP
Pawar,Umang V	GAT	Civil Engineering	8/28/2017	9/30/2017	500.00	B	HIR	TMP
Philip,Diana L	GAR	Biomedical Engineering	8/21/2017	12/31/2017	807.69	B	HIR	TMP
Philip,Diana L	GAR	Biomedical Engineering	1/31/2018	6/30/2018	807.69	B	REH	TMP
Pietros,Abel S	GAR	Biomedical Engineering	8/28/2017	6/30/2018	576.92	B	REH	TMP
Quasem,Tanvir	GAR	Civil Engineering	8/28/2017	12/16/2017	475.00	B	HIR	SPL
Rashidi,Sedigheh	GAR	Biomedical Engineering	9/1/2017	3/31/2018	811.07	B	PAY	OTH
Ren,Baiping	GAR	Chemical & Biomolecular Engr	8/1/2017	8/15/2017	700.00	B	REH	SPL

GRADUATE ASSISTANTS

Name	Job Family	Dept	Eff Date	Term Date	Cont Rate	Comp Freq	Action	Reason
COLLEGE OF ENGINEERING (Cont.)								
Shen,Xiaochen	GAT	Chemical & Biomolecular Engr	6/1/2017	8/26/2017	517.50	B	REH	TMP
Teter,Zachery R	GAT	Civil Engineering	9/18/2017	5/12/2018	680.00	B	PAY	OTH
Tong,Xiaolong	GAI	Mechanical Engineering	8/28/2017	9/23/2017	1153.25	B	REH	1XP
Zaker Esteghamati,Mohsen	GAR	Civil Engineering	8/28/2017	12/17/2017	792.60	B	PAY	OTH
Zaker Esteghamati,Mohsen	GAR	Civil Engineering	12/18/2017	6/30/2018	792.60	B	REH	TMP
Zaman,Ishtiaque	GAR	Electrical & Computer Engr	9/18/2017	9/23/2017	416.00	B	HIR	1XP
COLLEGE OF HEALTH PROFESSIONS								
Janezic,Leslie D	GAF	Speech-Lang Path & Audiology	10/1/2017	12/9/2017	341.17	B	REH	TMP
COLLEGE OF POLYMER SCIENCE & POLYMER ENGINEERING								
Avid,Arezoo	GAT	Polymer Science	9/5/2017	6/30/2018	961.53	B	HIR	TMP
Bashir,Abdala	GAR	Polymer Science	8/21/2017	8/27/2017	884.62	B	REH	TMP
Bashir,Abdala	GAR	Polymer Science	8/28/2017	5/31/2018	954.34	B	REH	TMP
Basutkar,Monali N	GAR	Polymer Engineering	11/1/2017	5/12/2018	954.20	B	REH	TMP
Cao,Jinwei	GAR	Polymer Engineering	8/22/2017	12/15/2017	954.19	B	PAY	OTH
Farrell,Erin S	GAR	Polymer Engineering	10/4/2017	10/9/2017	300.00	B	REH	1XP
Gorse,Diane E	GAR	Polymer Science	9/16/2017	12/16/2017	961.53	B	DTA	OTH
Lai,Yun Yu	GAR	Polymer Science	9/9/2017	6/30/2018	961.53	B	HIR	TMP
Liu,Tong	GAR	Polymer Science	8/20/2017	5/12/2018	961.53	B	REH	TMP
Longanecker,Melanie J	GAR	Polymer Engineering	9/1/2017	10/31/2017	2500.00	D	REH	1XP
Meng,Tianyu	GAR	Polymer Engineering	9/1/2017	9/30/2017	773.33	B	PAY	OTH
Meng,Tianyu	GAR	Polymer Engineering	10/1/2017	12/30/2017	340.36	B	PAY	OTH
Mishra,Kaushik	GAR	Polymer Science	9/30/2017	12/16/2017	961.53	B	REH	TMP
Nallapaneni,Asritha	GAR	Polymer Engineering	11/1/2017	5/12/2018	954.20	B	REH	TMP
Pole,Sandeep S	GAT	Polymer Engineering	9/6/2017	12/16/2017	954.20	B	REH	TMP
Rae,Ehsan	GAT	Polymer Science	9/5/2017	6/30/2018	961.53	B	JED	OTH
Salunke,Namrata	GAR	Polymer Engineering	11/1/2017	1/31/2018	954.20	B	REH	TMP
Sathe,Pushkar S	GAR	Polymer Science	10/1/2017	11/15/2017	950.00	B	PAY	OTH
Sathe,Pushkar S	GAR	Polymer Science	11/16/2017	12/16/2017	950.00	B	REH	TMP
Tiwari,Ankit	GAR	Polymer Engineering	8/30/2017	8/31/2017	576.00	D	REH	1XP
Wilson,Michael C	GAR	Polymer Science	8/28/2017	8/29/2017	846.15	B	REA	TMP
Wilson,Michael C	GAR	Polymer Science	8/29/2017	8/30/2018	846.15	B	REH	TMP
Zhao,Zhiyang	GAR	Polymer Engineering	11/16/2017	1/31/2018	846.15	B	REH	TMP
WAYNE COLLEGE								
Innes,Haley M	GAT	Mathematics-Wayne	8/28/2017	12/16/2017	500.00	B	HIR	SPL

THE UNIVERSITY OF AKRON

In accordance with rule 3359-25-07, the following recommendations for Unclassified Staff
Classification changes are noted as follows:

GRADE	JOB CODE	JOB TITLE	FLSA	REMOVE	EFFECTIVE
120	22804	PFOC Inventory Manager	Exempt		10/16/17
119	27131	Immigration Services Adviser	Exempt		9/18/17
118	27574	Coord Stu Union Facility Mgmt	Non-exempt		11/2/2017
122	24332	Mgr Data Systems & Services	Exempt		8/5/2017
120	27674	Assoc Dir Admissions WHC	Exempt		11/2/17
120	27704	Dir Study Abroad & Honors Exp	Exempt		10/25/17
122	27737	Dir Couns & Accessibility Srvs	Exempt		5/1/17
119	28420	Sr Laboratory Technician	Exempt		8/23/17
119	28786	Coord Learning Support Srvs	Exempt		5/1/17
121	28820	Business Reporting Developer	Exempt		7/11/17
999	29248	Dir/Head Coach eSports Progs	Exempt		10/16/17
999	29312	Aerospace Sys Engr Co-Op	Non-exempt		11/1/17
999	29645	IUSE Project Coordinator	Non-exempt		10/18/17
999	29646	Faculty Interpreter	Exempt		11/1/17
999	29811	Project Mgr IT	Exempt		9/1/17
999	29864	Rubber Training Expert	Non-exempt		9/1/17
221	T23133	Project Mgr IT	Exempt		9/8/17
222	T23508	Lead Systems Administrator	Exempt		9/1/17
222	T23514	Mgr Server Operations	Exempt		3/1/17

THE UNIVERSITY OF AKRON

In accordance with rule 3359-25-06, the following recommendations for Classified Staff
Classification changes are noted as follows:

GRADE	JOB CODE	JOB TITLE	FLSA	REMOVE	EFFECTIVE
118	41224	Coord Basketball Opns	Non-exempt		11/1/17

2017 CWA Clothing Allowance

Name	Dept	Job Title	Amount
Anatra,Jim A	Physical Facilities	Bldg Services Worker Certified	\$80.00
Anderson,Anthony M	Physical Facilities	Bldg Services Worker Certified	\$80.00
Ange,Edward D	Physical Facilities	Groundskeeper Certified	\$80.00
Ankrom,Jonah J	Physical Facilities	Bldg Services Worker Certified	\$80.00
Armstrong,Diane	Physical Facilities	Bldg Services Worker Certified	\$80.00
Bajcar,Joyce M	Physical Facilities	Bldg Services Worker Certified	\$80.00
Banaag,Alfredo L	Physical Facilities	Master Maint Repair Wkr Cert	\$80.00
Beckett,Brian D	Physical Facilities	Master HVAC Tech Crt	\$80.00
Betts Jr,David	Physical Facilities	Master Bldg Srvs Wkr Certified	\$80.00
Billings,Kristina L	Physical Facilities	Bldg Services Worker	\$80.00
Bland,Jeffrey S	Physical Facilities	Bldg Services Worker Certified	\$80.00
Bosch,Jonathan	Physical Facilities	Storekeeper	\$80.00
Branham,Cynthia L	Physical Facilities	Master Bldg Srvs Wkr Certified	\$80.00
Bushner,Norman Lelanier	Physical Facilities	Laborer	\$80.00
Campbell II,Theodore J	Physical Facilities	Maintenance Repair Worker	\$80.00
Campbell Jr,Robert M	Physical Facilities	Master HVAC Tech Crt	\$80.00
Casey,Jeffrey W	Physical Facilities	Master Carpenter Crt	\$80.00
Chaplin,Gary	Physical Facilities	Master Mechanic	\$80.00
Coontz,Joseph C	Physical Facilities	Master Maint Repair Worker	\$80.00
Cooper,Herman J	Physical Facilities	Asst Bldg Services Worker	\$80.00
Corder,Brian K	Physical Facilities	Asst Groundskeeper Certified	\$80.00
Crawford Jr,Bobbie L	Physical Facilities	Bldg Services Worker Certified	\$80.00
Dees,Doris Grace	Physical Facilities	Bldg Services Worker Certified	\$80.00
Denham,Arthur L	Physical Facilities	Bldg Services Worker Certified	\$80.00
Dinger,Joshua D	Physical Facilities	HVAC Tech Apprentice	\$80.00
Dyer,Delbert W	Physical Facilities	Asst Groundskeeper Certified	\$80.00
Ellis,David D	Physical Facilities	Master Painter Crt	\$80.00
Farrell,Walter E	Physical Facilities	Master Carpenter Crt	\$80.00
Farwell,Joseph	Physical Facilities	Master Mechanic	\$80.00
Ferrara,Ovidio Dante	Physical Facilities	Irrigation Specialist Cert	\$80.00
Firth,James V	Physical Facilities	Bldg Services Worker	\$80.00
Ford,Derrick K	Physical Facilities	Maintenance Repair Worker	\$80.00
Forshey,Jay E	Physical Facilities	Stationary Engineer 2	\$80.00
Fox,Forrest F	Physical Facilities	Master Plumber Certified	\$80.00
Fullum,Anthony R	Physical Facilities	Maintenance Repair Worker	\$80.00
Gatti,Jacob L	Physical Facilities	Asst Bldg Services Worker	\$80.00
Gauer,Mark Evan	Physical Facilities	Bldg Services Worker Certified	\$80.00
Gerakis,William	Physical Facilities	Electrician	\$80.00
Gesquiere,Robert F	Physical Facilities	Master Painter Crt	\$80.00
Grant Jr,Isiah	Physical Facilities	Bldg Services Worker Certified	\$80.00
Grant,Dale M	Physical Facilities	Bldg Services Worker	\$80.00
Green,Johnnie A	Physical Facilities	Bldg Services Worker Certified	\$80.00
Grimsley,James G	Physical Facilities	Plumber	\$80.00
Grossholz,Ben A	Physical Facilities	Master HVAC Tech Crt	\$80.00
Grubb,Kyle A	Physical Facilities	Asst Bldg Services Worker	\$80.00
Hackathorn,Sam	Physical Facilities	Stationary Engineer 2	\$80.00
Hancock Jr,Charles L	Physical Facilities	Bldg Services Worker Certified	\$80.00

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2017 CWA Clothing Allowance

Name	Dept	Job Title	Amount
Hanes,Allen M	Physical Facilities	Laborer	\$80.00
Harmon,Jerome C	Physical Facilities	Maintenance Repair Worker	\$80.00
Harr,Diana L	Physical Facilities	Bldg Services Worker Certified	\$80.00
Harris,,Jeanetta L	Physical Facilities	Bldg Services Worker	\$80.00
Harris,Tracey Lamont	Physical Facilities	Master Bldg Srvs Wkr Certified	\$80.00
Hayes Sr,Thomas J	Physical Facilities	Bldg Services Worker Certified	\$80.00
Hetson,Gary A	Physical Facilities	Laborer	\$80.00
Holl,Daniel M	Physical Facilities	Laborer	\$80.00
Holland,Kristin Marie	Physical Facilities	Master Bldg Srvs Wkr Certified	\$80.00
Hollis,Durrell L	Physical Facilities	Bldg Services Worker Certified	\$80.00
Holmes,Kenneth J	Physical Facilities	Master Plumber Certified	\$80.00
Homan,Theresa M	Physical Facilities	Master Bldg Srvs Wkr Certified	\$80.00
Howard,Timothy S	Physical Facilities	Electrician	\$80.00
Howley,Larry R	Physical Facilities	Master Maint Repair Worker	\$80.00
Hull,Robert W	Physical Facilities	Master Maint Repair Worker	\$80.00
Hunt,David W	Physical Facilities	Bldg Services Worker Certified	\$80.00
Hunter,Cedric Truman	Physical Facilities	Master Bldg Srvs Wkr Certified	\$80.00
James,Jermaine D	Physical Facilities	Bldg Services Worker	\$80.00
Johnson,Kenneth R	Physical Facilities	Goundskeeper Certified	\$80.00
Jones,Anthony C	Physical Facilities	Bldg Services Worker Certified	\$80.00
Jones,David E	Physical Facilities	Master Bldg Services Worker	\$80.00
Kaman,Robert S	Physical Facilities	Bldg Services Worker	\$80.00
Karr,Kenneth E	Physical Facilities	Maintenance Repair Worker	\$80.00
Karson,Michael J	Physical Facilities	Water Treatment Specialist	\$80.00
Kelly,Ruth A	Physical Facilities	Bldg Services Worker Certified	\$80.00
Kelson,Kevin Scott	Physical Facilities	Stationary Engineer 2	\$80.00
Keyes,Melvin	Physical Facilities	Master Bldg Srvs Wkr Certified	\$80.00
Kline,Mark S	Physical Facilities	Bldg Services Worker	\$80.00
Knight,Anthony D	Physical Facilities	Bldg Services Worker	\$80.00
Knox,Dale Le'Aire	Physical Facilities	Bldg Services Worker Certified	\$80.00
Koch,David A	Physical Facilities	Bldg Services Worker	\$80.00
Langrell,James M	Physical Facilities	Bldg Services Worker Certified	\$80.00
Lee,Kenneth Richard	Physical Facilities	Master Carpenter Crt	\$80.00
Lenke,Jason W	Physical Facilities	Mechanic	\$80.00
Letzler,Raymond K	Physical Facilities	Painter	\$80.00
Lipscomb,Roy E	Physical Facilities	Master HVAC Tech Crt	\$80.00
Maldonado,German L	Physical Facilities	Bldg Services Worker Certified	\$80.00
Martin,Daniel Wilson	Physical Facilities	Master Maint Repair Wkr Cert	\$80.00
McCarty,Knaknuu	Physical Facilities	Asst Bldg Services Worker	\$80.00
McGinnis,Donald L	Physical Facilities	Bldg Services Worker Certified	\$80.00
McGrady,Darryl	Physical Facilities	Bldg Services Worker Certified	\$80.00
Meier,Matthew S	Physical Facilities	Master Groundskeeper Certified	\$80.00
Miller,Charlotte Anne	Physical Facilities	Bldg Services Worker Certified	\$80.00
Miller,Davis R	Physical Facilities	Master Plumber Certified	\$80.00
Miller,Edward W	Physical Facilities	Bldg Services Worker Certified	\$80.00
Miller,Jack L	Physical Facilities	Master Carpenter Crt	\$80.00
Moody,Michelle M	Physical Facilities	Master Bldg Srvs Wkr Certified	\$80.00

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2017 CWA Clothing Allowance

Name	Dept	Job Title	Amount
Moore,Sheila B	Physical Facilities	Master Bldg Services Worker	\$80.00
Murph,Rodney L	Physical Facilities	Bldg Services Worker Certified	\$80.00
Murray,Michael K	Physical Facilities	Master Plumber Certified	\$80.00
Nelson,Chadwick Lon	Physical Facilities	Master Mover	\$80.00
Nelson,De Wayne L	Physical Facilities	Bldg Services Worker Certified	\$80.00
Nobles,Warren	Physical Facilities	Bldg Services Worker	\$80.00
O'Neil,Darnell J	Physical Facilities	Bldg Services Worker Certified	\$80.00
O'Neil,Lamont D	Physical Facilities	Maintenance Repair Worker	\$80.00
Ohlson,Robert J	Physical Facilities	Groundskeeper	\$80.00
Orellana Velasco,Patricia	Physical Facilities	Bldg Services Worker Certified	\$80.00
Pacheco,Miguel A	Physical Facilities	Bldg Services Worker	\$80.00
Palmeri,William D	Physical Facilities	Bldg Services Worker Certified	\$80.00
Pangburn,William J	Physical Facilities	Master Electrician Crt	\$80.00
Parrish,Clark D	Physical Facilities	Master Painter Crt	\$80.00
Peck,Timothy H	Physical Facilities	Bldg Services Worker	\$80.00
Pollitt,Jeffrey C	Physical Facilities	Goundskeeper Certified	\$80.00
Prosser,Warren	Physical Facilities	Goundskeeper Certified	\$80.00
Pruett,Olga I	Physical Facilities	Bldg Services Worker Certified	\$80.00
Ramsey,Eric	Physical Facilities	Maintenance Repair Worker	\$80.00
Randall,David J	Physical Facilities	Maintenance Repair Worker	\$80.00
Redford,John W	Physical Facilities	Master Maint Repair Worker	\$80.00
Reed,Angel R	Physical Facilities	Asst Bldg Services Worker	\$80.00
Reed,Gina Renee	Physical Facilities	Asst Bldg Services Worker	\$80.00
Resch,Aaron A	Physical Facilities	Energy Management Tech	\$80.00
Rick,Thomas J	Physical Facilities	Master Maint Repair Wkr Cert	\$80.00
Rockhill,Richard G	Physical Facilities	Master Electrician Crt	\$80.00
Rosenal,Carolyn Sue	Physical Facilities	Bldg Services Worker Certified	\$80.00
Ryan,James P	Physical Facilities	Bldg Services Worker Certified	\$80.00
Sadler,Shasta L	Physical Facilities	Maintenance Repair Worker	\$80.00
Salzwinner,Brandon R	Physical Facilities	Master Maint Repair Wkr Cert	\$80.00
Samples,Richard E	Physical Facilities	Master Plumber Certified	\$80.00
Sandifer,Jeffrey A	Physical Facilities	Bldg Services Worker Certified	\$80.00
Scholl,Jamie B	Physical Facilities	Master Electrician Crt	\$80.00
Shafer,Rachel N	Physical Facilities	Master Bldg Srvs Wkr Certified	\$80.00
Shoemaker,Daniel H	Physical Facilities	Master HVAC Tech Crt	\$80.00
Simmons,Steve R	Physical Facilities	Master HVAC Tech Crt	\$80.00
Sims,Bradley S	Physical Facilities	Master Maint Repair Wkr Cert	\$80.00
Smiley,Tara Lee	Physical Facilities	Goundskeeper Certified	\$80.00
Smith,David A	Physical Facilities	Bldg Services Worker Certified	\$80.00
Smith,John J	Physical Facilities	Bldg Services Worker Certified	\$80.00
Smith,Julie A	Physical Facilities	Bldg Services Worker Certified	\$80.00
Smith,Richard A	Physical Facilities	Bldg Services Worker Certified	\$80.00
Stemple,Clinton R	Physical Facilities	Goundskeeper Certified	\$80.00
Storey,Janet	Physical Facilities	Bldg Services Worker Certified	\$80.00
Stratton,Arthur E	Physical Facilities	Master Painter Crt	\$80.00
Terrell,Timothy N	Physical Facilities	Bldg Services Worker	\$80.00
Thomas,Gloria A	Physical Facilities	Bldg Services Worker Certified	\$80.00

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2017 CWA Clothing Allowance

Name	Dept	Job Title	Amount
Thompson,Mark	Physical Facilities	Stationary Engineer 2	\$80.00
Todd,John A	Physical Facilities	Bldg Services Worker	\$80.00
Tompkins,George M	Physical Facilities	Master Bldg Services Worker	\$80.00
Trusky Jr,Victor F	Physical Facilities	Laborer	\$80.00
Vargo,Daniel Paul	Physical Facilities	Mover	\$80.00
Vega,Angela M	Physical Facilities	Asst Bldg Services Worker	\$80.00
Vega,Victoria L	Physical Facilities	Bldg Services Worker Certified	\$80.00
Verde,Shawn R	Physical Facilities	Master Carpenter Crt	\$80.00
Votaw,Darcy A	Physical Facilities	Bldg Services Worker Certified	\$80.00
Wallace,John A	Physical Facilities	Bldg Services Worker	\$80.00
Wallis,Dan	Physical Facilities	Laborer	\$80.00
Walters,William P	Physical Facilities	Bldg Services Worker Certified	\$80.00
Ward,Austin Joseph	Physical Facilities	Asst Groundskeeper	\$80.00
Warner,Michael	Physical Facilities	Master Bldg Srvs Wkr Certified	\$80.00
Watson,Lamont	Physical Facilities	Master Bldg Services Worker	\$80.00
Weems,Chris D	Physical Facilities	Laborer	\$80.00
West III,William M	Physical Facilities	Maintenance Repair Worker Cert	\$80.00
Westfall,Jason W	Physical Facilities	Master Electrician Crt	\$80.00
Wheeler,Darren	Physical Facilities	Bldg Services Worker Certified	\$80.00
While,Michael A	Physical Facilities	Stationary Engineer 2	\$80.00
Whitestine,Christopher J	Physical Facilities	Master Bldg Srvs Wkr Certified	\$80.00
Wilson,Angela M	Physical Facilities	Bldg Services Worker Certified	\$80.00
Wilson,Tanika Nicole	Physical Facilities	Bldg Services Worker Certified	\$80.00
Wood,Alesia	Physical Facilities	Bldg Services Worker Certified	\$80.00
Bell,Bruce L	University Dining Services	Catering Assistant	\$80.00
Harris,Marcel W	University Dining Services	Master Cook Certified	\$80.00
Knuckles,LaShawn D	University Dining Services	Storekeeper	\$80.00
Knuckles,Michael K	University Dining Services	Cook	\$80.00
Marina,Victoria	University Dining Services	Cook	\$80.00
Rumel,Ana D	University Dining Services	Food Service Worker	\$80.00
Warren,Nancy A	University Dining Services	Master Cook Certified	\$80.00
Garrett,Mark C	University Police Department	Locksmith	\$80.00
Kantorowski,Paul	University Police Department	Master Locksmith Crt	\$80.00
Morris,John H	University Police Department	Master Locksmith Crt	\$80.00
Oaks,Hiram E	University Police Department	Locksmith	\$80.00

Guide to Terminology Used in Personnel Reports

Term	Definition/Explanation
Adjunct Appointment	Appointment to a full-time or part-time position, normally without pay. Individuals in this category are affiliated with the University for a specific purpose usually involving academic research/teaching. Appointment provides the individual with access to University systems/services as determined by the department/college.
Appointment	New hire of an individual to an approved Faculty, Contract Professional or Staff position. The appointment can be full-time or part-time, temporary or regular.
Department/School Chair	Faculty member appointed to provide leadership to an academic department or school within a college. Department/School Chair appointments normally cover the entire academic year (12-month appointment). A Faculty member's salary will be converted from 9-month to 12-month status using an approved formula to reflect the additional time worked. A stipend (currently calculated as 1/11 th of the converted salary) is awarded for assuming the additional responsibilities of a Department/School Chair. 1/10 th of the stipend is converted to base each year that the individual serves as a Department/School Chair.
Discharge	Involuntary termination of appointment.
Job Audit/Reclassification	Under University Rule 3359-25-10 the University may initiate audits and reviews of positions and classifications within the approved University Classified (3359-25-06) and Unclassified (3359-25-07) classification plans. In addition, employees may submit a request to determine if their current position is appropriately classified. The employee submits a Position Description Audit Questionnaire (PDAQ) to their immediate supervisor to initiate the job audit process. The immediate supervisor and second level supervisor are required to review and approve the information submitted on the PDAQ. Once the PDAQ is approved, it is submitted to the Classification Unit in Talent Development & Human Resources. The Classification Unit will review the PDAQ and determine if the position is appropriately classified or not. If the Classification Unit determines that the position is not classified correctly, it will provide a recommendation to change the classification. The recommendation will be reviewed and approved by the employee's management up to and including the appropriate Vice President. The approved recommendation will then be submitted to the University's Board of Trustees for approval.

Leave Without Compensation	If an employee is unable to work due to a documented medical condition or for other approved reasons and they have exhausted all accrued sick leave, vacation leave and compensatory time that they are entitled to use, the employee may continue their approved absence from work without pay and will retain status as a University employee.
Market Increase	The Classification unit in Talent Development & Human Resources will, upon request from a dean or vice president, conduct a market evaluation of a position or positions to determine if the University is providing an appropriate level of compensation. If it is determined that the current level of compensation is below the established market, a recommendation will be made to adjust the current level of compensation.
Merit Increase	Increase in pay granted for meeting established performance criteria.
Non-Renewal	Separation of employment of a Contract Professional employee without cause in accordance with the requirements established in University Rule 3359-22-01. The University is required to provide notice in writing to the affected Contract Professional employee. If the individual has two years or less service with the University, they will receive three months' notice. If the individual has more than two years of service, six months' notice is required.
Offline Salary Adjustment	Increase in salary that occurs outside of annual salary review process. Recommendations for offline salary adjustments are submitted by the appropriate Vice President to Talent Development & Human Resources for review and approval. Offline salary adjustments are normally recommended when specific market (internal or external) or equity (internal) issues exist with an individual's salary. Offline increases may also be recommended as a result of a reorganization involving a change in responsibilities.
Probationary Removal	Classified civil service employees are required to serve and successfully complete a probationary period following any initial appointment into a classified civil service position. If an employee's service is found to be unsatisfactory, the employee may be removed from the position at any time during the probationary period. The length of the probationary period is 120 days for classified civil service employees/CWA bargaining-unit employees and one year for Police Officers in the FOP bargaining unit. A probationary classified civil service employee duly removed for unsatisfactory service does not have the right to appeal the removal to the State Personnel Board of Review. A probationary bargaining unit employee is not permitted to appeal the removal decision under the terms of the collective bargaining agreements.

Promotion	The movement of an employee from one position to another budgeted position at a higher classification and pay range; or a higher salary where a pay range does not exist. The former position becomes vacant.
Resignation	A voluntary termination of employment.
Salary Basis Change	A change in appointment status for an employee, 12-month to 9-month or vice-versa.
Status Change	A change in pay group, job family or job function.
Stipend	Contract Professional and non-bargaining unit staff employees may receive a temporary stipend for substantial increases in responsibility for activities outside of the normal scope of the employee's assigned classification (University Rule 3359-11-12.1). Full-time Faculty may receive a stipend for primarily administrative functions requiring substantial increases in responsibility and for activities not included in the ordinary load of teaching, research, and professional service for full-time faculty (University Rule 3359-11-12).
Supplemental	Additional compensation provided for completion of assigned job responsibilities.
Temporary Appointment	An appointment for a limited period of time with a specific beginning and ending date.
Tenure Change	A change to the date for tenure eligibility for a full-time faculty member in a tenure-track position.
Title Change	An employee remains in their budgeted position, but the title changes and there may be an increase in salary. No vacancy is created by the move.
Transfer	Lateral move of an employee from one department to another department, where the employee stays in the same classification.
Training/Apprenticeship	The Collective Bargaining Agreement between the University and the Communication Workers of America contains language in Addendum A that authorizes the Office of Talent Development & Human Resources to develop and administer a Job Enrichment and Apprenticeship Program for CWA bargaining-unit employees. Employees selected to participate in the program are given an opportunity to expand their knowledge and skills. In return, these employees are provided with an increase in pay to reflect the expanded knowledge/skill set that they have developed. All increases in pay are awarded in accordance with approved Wage Progression Schedule.

FINANCE & ADMINISTRATION COMMITTEE

TAB 2

**INVESTMENT REPORT FOR THE
THREE MONTHS ENDED SEPTEMBER 30, 2017**



**The University of Akron
Investment Report
For the Three Months Ended September 30, 2017**

SUMMARY

OPERATING FUNDS

The Operating Funds totaled \$241.7 million at September 30, 2017 and posted a blended rate of return (ROR) of 1.2 percent, approximating \$2.5 million, for the three months ended September 30, 2017.

Cash and Fixed Income

PFM and JPMorgan Chase each manage a portion of the Cash and Equivalents portfolio, while PFM also manages the Short- and Intermediate-Term Fixed Income Investments portfolios. Cash and Fixed Income portfolios totaled \$186.4 million at September 30, 2017. The Cash and Fixed Income portfolios achieved an overall three month ROR of 0.5 percent, or \$0.6 million – refer to Exhibit 1 for the detail regarding performance.

Long-Term

The Long-Term investments totaled \$55.3 million at September 30, 2017 and are managed by Legacy and achieved an overall three month ROR of 3.5 percent, or \$1.9 million compared to benchmark of 3.7 percent – refer to Exhibit 1 for the detail regarding performance.

The operating funds are within the University's prescribed asset allocation requirements at September 30, 2017. We have no reason to believe those compliance requirements were not maintained throughout the fiscal year – refer to Exhibits 2 and 3 for the detail regarding compliance.

ENDOWMENTS

The Endowments totaled \$68.1 million at September 30, 2017 and posted a blended ROR of 2.9 percent, or \$1.9 million, for the three months ended September 30, 2017.

The September 30, 2017 market value increased \$2.4 million from June 30, 2017. The largest contributors to that change were the realized and unrealized gains of \$1.8 million and gifts of \$1.5 million offset by endowment distributions of \$1 million – refer to Exhibit 6 for the detail regarding components of change and Exhibit 7 for historic endowment balances.

Pooled

The Pooled Endowments totaled \$61.5 million at September 30, 2017 and are managed by Cambridge and achieved an overall three month ROR of 3.1 percent, or \$1.7 million [\$61.5 million balance at September 30] compared to the policy benchmark of 4.2 percent – refer to Exhibit 4 for the detail regarding performance.

Of Cambridge's portfolio, RS Global Natural Resources achieved the highest three month ROR at 13 percent [\$3 million balance at September 30], while the Standard Life GARS achieved the lowest ROR at 0.3 percent [\$3.1 million balance at September 30].

These funds are within the University's prescribed asset allocation requirements at September 30, 2017 and, we have no reason to believe those compliance requirements were not maintained throughout the fiscal year – refer to Exhibit 5 for the detail regarding compliance.

Separately Invested

The Separately Invested Endowments totaled \$6.6 million at September 30, 2017, are invested in accord with donor stipulations, and achieved a blended three month ROR of 2.8 percent, or \$0.2 million [\$6.6 million balance at September 30].

The highest ROR for the three months ended September 30 was the Oelschlager Leadership Award portfolio, invested at Key Bank, at 3.2 percent on market value of \$2 million at September 30. The lowest ROR for the three months ended September 30 was the Constitutional Law endowment, invested at Key Bank, at 0.0 percent on market value of \$1 million at September 30 – refer to Exhibit 4 for the detail regarding performance.

These funds are separately invested for a number of reasons and do not have uniform prescribed asset allocation requirements.

Operating Funds

THE UNIVERSITY OF AKRON
OPERATING Funds Investment Report
For the Three Months Ended September 30, 2017

Exhibit 1

Net Rates of Return for the Periods Ended September 30, 2017

- At or Above Benchmark
- < 100 Basis Pts Below Benchmark
- > 100 Basis Pts Below Benchmark

Portfolio/Advisor	Market Value	Net Rates of Return					
		Quarter ROR/Benchmark	One Year ROR/Benchmark	Two Years ROR/Benchmark	Quarter ROR/Benchmark	One Year ROR/Benchmark	Two Years ROR/Benchmark
Cash and Cash Equivalents / PFM & JPMC <i>Merrill Lynch 3 Month Treasury Index</i>	\$ 84,387,024	0.2%	●	0.7%	●	0.6%	●
		0.3%		0.7%		0.5%	
Short-Term Fixed Income / PFM <i>Merrill Lynch 1-3 Year Treasury/Agency Index</i>	47,779,333	0.3%	●	0.7%	●	1.0%	●
		0.2%		0.3%		0.6%	
Intermediate-Term Fixed Income / PFM <i>Merrill Lynch 1-10 Year Treasury/Agency Index</i>	54,203,208	0.5%	●	0.1%	●	1.6%	●
		0.3%		(0.6%)		0.9%	
SUBTOTAL - PFM & JPMC Managed Portfolios	\$ 186,369,564	0.5%		0.6%		1.2%	
Long-Term / Legacy <i>Policy Balanced Index</i>	55,315,948	3.5%	●	13.8%	●	10.4%	●
		3.7%		12.2%		10.8%	
TOTAL OPERATING FUNDS	\$ 241,685,513	1.2%		3.7%		3.4%	

**THE UNIVERSITY OF AKRON
OPERATING Funds Investment Report
For the Three Months Ended September 30, 2017**

Exhibit 2

Operating Funds Policy Compliance: Asset Allocation at September 30, 2017

- Compliant
- Noncompliant

	Policy Guidelines		Actual Allocation	Compliance Indicator
	Range	Target		
Cash and Cash Equivalents	10-80%	25%	35%	●
Short-Term Fixed Income	20-65%	25%	20%	●
Intermediate-Term Fixed Income	0-45%	35%	22%	●
Long-Term	0-35%	15%	23%	●
<i>Large Cap</i>	20-30%	25%	27%	●
<i>Small/Mid Cap</i>	10-20%	15%	15%	●
<i>International</i>	15-25%	20%	22%	●
<i>Alternative</i>	0-20%	15%	10%	●
<i>Fixed Income & Cash</i>	20-30%	25%	26%	●

THE UNIVERSITY OF AKRON
OPERATING Funds Investment Report
For the Three Months Ended September 30, 2017

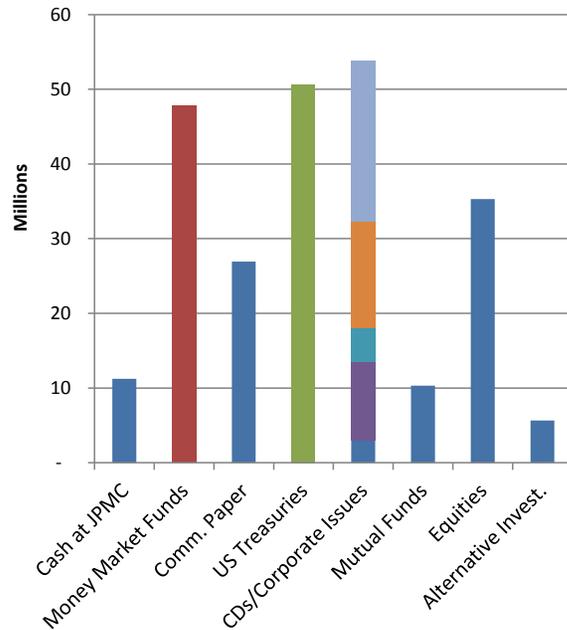
Exhibit 3

State Compliance: Portfolio Composition and Credit Quality

- Compliant
- Noncompliant

Section 3345.05 of the Ohio Revised Code states:

A stipulation that investment of at least 25% of the average amount of the investment portfolio over the course of the previous fiscal year be invested in securities of the U.S. Government or its agencies or instrumentalities, the treasurer of state's pooled investment program, obligations of the State or any political subdivision of the State, certificates of deposit of any national bank located in the State, written repurchase agreements with any eligible Ohio financial institution that is a member of the federal reserve system or federal home loan bank, money market funds [MMFs], or bankers acceptances maturing in 270 days or less which are eligible for purchase by the federal reserve system, as a reserve.



Ohio Revised Code §3345.05 Compliance

	Market Value	Actual Allocation	Compliance Indicator
Cash, MMFs, Comm Paper, US Treas, Negotiable CDs:	\$ 150,150,132	62%	●

	Cash and Cash Equivalents	Short-Term Fixed Income	Intermediate-Term Fixed Income	Long-Term
Cash at JPMC	\$ 11,245,971			
Money Market Funds	43,213,158	\$ 101,699	\$ 356,564	\$ 4,081,390
Commercial Paper	26,927,895			
US Treasuries		24,865,446	25,808,955	
Negotiable CDs	3,000,000	9,653,262	895,791	
Corporate Issues		13,158,925	27,141,898	
Mutual Funds				10,311,795
Equities				35,289,087
Alternative Invest.				5,633,677
Total Operating Funds	\$ 84,387,024	\$ 47,779,333	\$ 54,203,208	\$ 55,315,948

Note: The Money Market Funds are held at PFM for all portfolios except the Long-Term portfolio held by Legacy.

Endowments

THE UNIVERSITY OF AKRON
ENDOWMENT Funds Investment Report
For the Three Months Ended September 30, 2017

Exhibit 4

Net Rates of Return for the Periods Ended September 30, 2017

- At or Above Benchmark
- < 100 Basis Pts Below Benchmark
- > 100 Basis Pts Below Benchmark

Portfolio/Advisor	Net Rates of Return								
	Market Value	Three Months ROR/Benchmark	One Year ROR/Benchmark	Annualized Since 1/1/2014 ROR/Benchmark	Annualized Since Inception ROR/Benchmark				
POOLED ENDOWMENTS									
Portfolio Composite / Cambridge Policy Balanced Index	\$ 61,478,698	3.1% 4.2%	●	10.1% 12.5%	●	4.2% 4.8%	●	6.1% 6.4%	●
Cash	53,726	n/a		n/a					
<i>Total Pooled Endowments</i>	<u>\$ 61,532,424</u>								
SEPARATELY INVESTED ENDOWMENTS									
Oelschlager Leadership Award / Key Bank S&P 500 Index	\$ 1,964,637	3.2% 4.5%	●	20.5% 18.6%	●				
Seiberling Chair in Con. Law / Key Bank Barclays Aggregate Bond Index	1,027,093	0.0% 0.8%	●	(0.8%) 0.1%	●				
ORSP / PNC Bank	2,714,704	2.8%		8.2%					
Timken Co. and TimkenSteel Corp.	908,800	n/a		n/a					
Life Insurance Policy	605	n/a		n/a					
<i>Total Separately Invested Endowments</i>	<u>\$ 6,615,838</u>								
TOTAL ENDOWMENTS	<u>\$ 68,148,262</u>								

Note: Cambridge's performance is embedded within "3.5 year" and "since inception" returns (6/30/2002).

THE UNIVERSITY OF AKRON
ENDOWMENT Funds Investment Report
For the Three Months Ended September 30, 2017

Pooled Endowment Policy Compliance: Asset Allocation at September 30, 2017

Exhibit 5

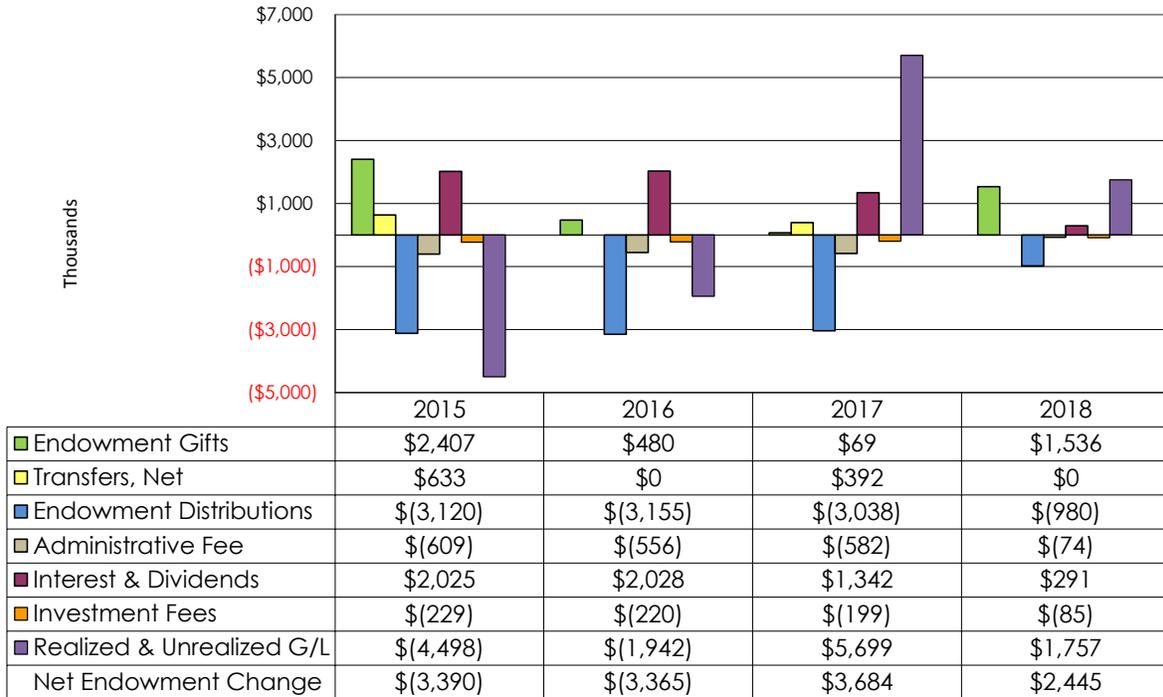
- Compliant
- Noncompliant

	Policy Guidelines		Actual Allocation	Compliance Indicator
	Range	Target		
Global Equity	40-80%	60%	56%	●
<i>U.S. Equity</i>	<i>15-50%</i>		<i>21%</i>	●
<i>Non-U.S. Equity</i>	<i>15-50%</i>		<i>15%</i>	●
<i>Emerging Markets Equity</i>	<i>0-20%</i>		<i>9%</i>	●
<i>Global Equity</i>	<i>0-15%</i>		<i>11%</i>	●
Absolute Return	0-25%	15%	20%	●
Real Assets	10-25%	12%	10%	●
Bonds & Cash	10-25%	13%	14%	●

THE UNIVERSITY OF AKRON
ENDOWMENT Funds Investment Report
For the Three Months Ended September 30, 2017

Components of and Net Change - Total Endowments
Fiscal Years Ended June 30, 2013-2017
and Three Months Ended September 30, 2017

Exhibit 6



The categories that comprise the market value changes from period to period are as follows:
Gifts & Transfers, Net; Endowment Distributions; Administrative Fee, and Investment Income.
 Select components are discussed below.

Endowment Gifts

Gifts to the University given in support of University endowments.

Endowment Distributions

Distributions made from the endowments based on spending policy, which is 4.75% of a 3-year moving average.

Administrative Fee

A 0.5% fee is assessed by the University to all pooled endowments which is directed to the Scholarships for Excellence.

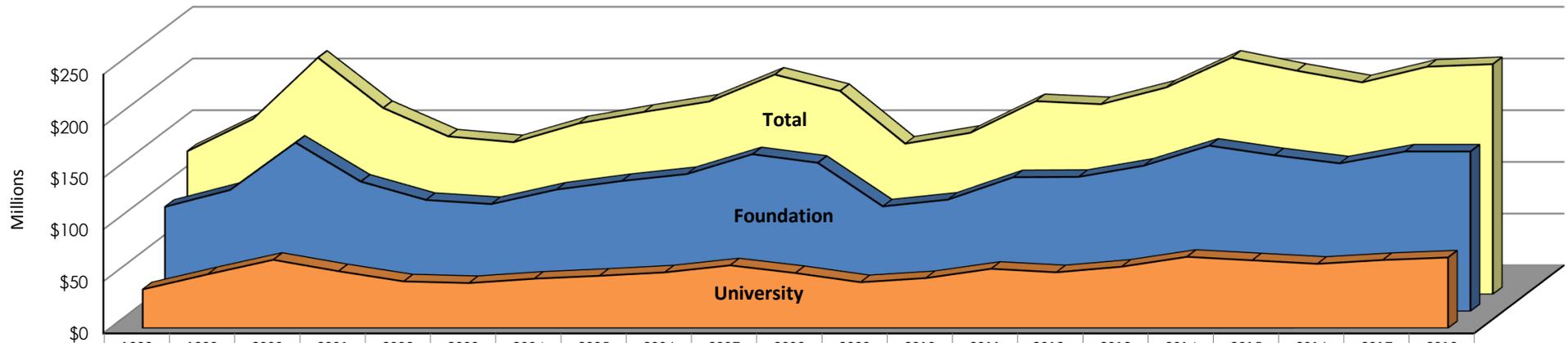
Investment Fees

Represents known advisor, manager, and custodial fees. The fees do not represent all investment costs as some fees are embedded within investments, net of returns, and are not readily determinable.

**THE UNIVERSITY OF AKRON
 ENDOWMENT Funds Investment Report
 For the Three Months Ended September 30, 2017**

**The University of Akron and Foundation
 Endowments Balances
 At June 30, 1999 - 2017
 And Three Months Ended September 30, 2017**

Exhibit 7



	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
UNIVERSITY	\$37.4	\$52.0	\$65.9	\$54.9	\$45.1	\$43.5	\$47.7	\$50.5	\$53.8	\$60.6	\$53.2	\$44.3	\$48.3	\$57.2	\$53.9	\$59.3	\$68.8	\$65.4	\$62.0	\$65.7	\$68.1
FOUNDATION	100.7	117.0	162.8	125.1	107.3	103.3	117.4	125.7	132.4	151.6	143.3	101.1	107.7	129.3	129.7	140.5	159.8	150.6	142.7	154.2	154.2
TOTAL	\$138.1	\$169.0	\$228.7	\$180.0	\$152.4	\$146.8	\$165.1	\$176.2	\$186.2	\$212.2	\$196.5	\$145.4	\$156.0	\$186.5	\$183.6	\$199.8	\$228.6	\$216.0	\$204.7	\$219.9	\$222.3
Total Change	\$27.1	\$30.9	\$59.7	\$(48.7)	\$(27.6)	\$(5.6)	\$18.2	\$11.1	\$10.1	\$26.0	\$(15.8)	\$(51.1)	\$10.6	\$30.6	\$(2.9)	\$16.2	\$28.8	\$(12.6)	\$(11.2)	\$15.2	\$2.4

Note: Foundation value represents 6/30/17 market value as the 9/30/17 report has not yet been received.

THE UNIVERSITY OF AKRON

RESOLUTION 12- -17

Acceptance of the Investment Report for the Three Months Ended September 30, 2017

BE IT RESOLVED, That the recommendation presented by the Finance & Administration Committee on December 6, 2017, accepting the Investment Report for the Three Months Ended September 30, 2017, be approved.

M. Celeste Cook, Secretary
Board of Trustees

December 6, 2017

FINANCE & ADMINISTRATION COMMITTEE

TAB 3

**FINANCIAL REPORT FOR THE
THREE MONTHS ENDED SEPTEMBER 30, 2017**



DATE: November 13, 2017

TO: Nathan J. Mortimer, Vice President for Finance & Administration/CFO

Amy Gilliland

FROM: Amy S. Gilliland, Director of Resource Analysis & Budgeting

**SUBJECT: General Fund, Auxiliary Funds, and Departmental Sales and Services Funds:
Budget to Actual Results for the Three Months Ended September 30, 2017**

As requested, the Office of Resource Analysis & Budgeting provides the attached Financial Report for the three months ended September 30, 2017 for General Fund, Auxiliary Funds, and Departmental Sales and Services Funds (Akron and Wayne combined) together with accompanying FY18 budget assumptions and narratives.

This Financial Report should be presented for consideration and approval at the December 6, 2017 Board of Trustees meeting.

Resource Analysis & Budgeting
Akron, OH 44325-6202
330-972-6521 Office · 330-972-6317 Fax

The University of Akron
General Fund, Auxiliary Funds, and Departmental Sales and Services Funds
Budget to Actual Results
For the Three Months Ended September 30, 2017

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GENERAL FUND

For the Three Months Ended September 30, 2017

The University of Akron
Akron and Wayne General Fund Combined
FY18 Annual Budget with results for the three months ended September 30, 2017

	FY18			
	Approved Budget	Actual Through Sept. 30, 2017	\$ Budget Variance	% of Budget
Tuition & General Service Fees	\$201,391,000	\$101,865,145	(\$99,525,855)	
Other Fees	22,803,000	11,847,678	(10,955,322)	
State Share of Instruction	107,316,000	26,385,810	(80,930,190)	
Indirect Cost Recovery	6,140,000	1,516,603	(4,623,397)	
Investment Income	1,500,000	697,571	(802,429)	
Miscellaneous Income	1,175,000	66,333	(1,108,667)	
Total Revenues	<u>340,325,000</u>	<u>142,379,140</u>	<u>(197,945,860)</u>	42%
Payroll	156,080,000	27,218,811	128,861,189	
Fringes	53,902,000	9,919,886	43,982,114	
Total Compensation	<u>209,982,000</u>	<u>37,138,698</u>	<u>172,843,302</u>	18%
Utilities	11,550,000	1,213,592	10,336,408	
Operating	44,305,000	11,643,344	32,661,656	
Bad Debt	1,500,000	54,042	1,445,958	
Scholarships	52,646,000	26,577,321	26,068,679	
Total Non Personnel	<u>110,001,000</u>	<u>39,488,298</u>	<u>70,512,702</u>	36%
Total Expenditures	<u>319,983,000</u>	<u>76,626,996</u>	<u>243,356,004</u>	24%
Net Before Transfers	<u>20,342,000</u>	<u>65,752,144</u>	<u>45,410,144</u>	
Transfers-In	29,000,000	0	(29,000,000)	
Transfers-In - Encumbrances	0	2,795,832	2,795,832	
Transfers-Out - Debt Service	(9,464,000)	(2,334,958)	7,129,042	
Transfers-Out - Plant Fund	(2,300,000)	(742,430)	1,557,570	
Transfers-Out - Other	(37,578,000)	(9,394,470)	28,183,530	
Net Transfers	<u>(20,342,000)</u>	<u>(9,676,025)</u>	<u>10,665,975</u>	
Difference	<u>\$0</u>	<u>\$56,076,119</u>	<u>\$56,076,119</u>	

The University of Akron
Akron and Wayne General Fund Combined
FY18 Budget Assumptions

Revenues

Tuition & General Service Fees: Assumes an overall blended enrollment reduction of five percent, and tuition and fee rates remain flat.

Other Fees: Assumes an overall blended enrollment reduction of five percent, and fees rates remain flat.

State Share of Instruction: Assumes a slightly decreased amount as compared to FY17 based upon information provided by the Ohio Department of Higher Education.

Indirect Cost Recovery: Assumes slight decrease as compared to FY17 with allocations as follows: General Fund, 66 percent; Department, 13 percent; College, 11 percent; and Principal Investigator account, 10 percent.

Expenditures

Payroll: Assumes two-percent increase pursuant to collectively bargained employee contracts and includes \$4.1 million vacancy savings, which represents projected savings created by an employee's departure until a replacement is hired.

Fringes: Assumes benefits such as 14-percent employer contribution to the respective retirement system, University contribution toward employee group insurance, employee and dependent fee remission, and University portion of employee permits.

Operating: The designated fees such as course fees and technology fees, etc., are enrollment driven and are assumed to follow a five-percent reduction. The designated fees assume that only current-year revenues are expended; however, a certain level of carry over exists within these fees, which could be expended by the units and therefore cause expenditures to exceed the allocation for the current year.

Except for the adjustment for telecom, which has a net-zero impact, the unit allocations are assumed at the FY17 levels.

Scholarships: Assumes graduate assistants, \$16.5 million; Law School, \$3.5 million; and undergraduate, \$32.4 million.

Other

Transfers-In: Assumes \$29 million.

Transfers-Out Debt Service: Assumes debt-service for general facilities and the performance contract.

The University of Akron
Akron and Wayne General Fund Combined
FY18 Budget Assumptions

Transfers-Out Plant Fund: Assumes laptop refresh of \$1.3 million and general capital projects as those arise of \$1 million.

Transfers-Out Other: Assumes transfers to Auxiliaries of General Services Fee, \$13 million; Other, \$14.4 million; and Facilities Fee, \$7.4 million; and to the Self-Insurance Health Care Fund of \$2.8 million.

The University of Akron
Akron and Wayne General Fund Combined
Narrative of Annual Budget with results for the three months ended September 30, 2017

Revenues

Tuition & General Service Fees: Tuition and General Service Fees revenues total \$101.9 million or approximately 51 percent as compared to the annual budget of \$201.4 million.

While summer credit hour decline of about seven percent exceeded the anticipated five percent decline, preliminary fall numbers were slightly better than expected at (4.9 percent).

Current expectations are the budgeted Tuition and General Service Fees revenues will be achieved if the traditional spring retention holds, or improves.

Other Fees: Other Fees revenues total \$11.8 million or approximately 52 percent as compared to the annual budget of \$22.8 million.

Other Fees include various student fees such as technology fees (25 percent), facilities fees (31 percent) and unit and course fees (15 percent). Some of the fees remain within the General Fund and are used for operations while the facilities fee is transferred to Auxiliary units and contributes to the debt service requirement of the Student Recreation and Wellness Center, Student Union, InfoCision Stadium, and the Fieldhouse.

Current expectations are that budgeted Other Fees revenues will be achieved.

State Share of Instruction: State Share of Instruction (SSI) revenues total \$26.4 million or nearly 25 percent as compared to the annual budget of \$107.3 million.

Revised calculations from Ohio Department of Higher Education (ODHE) reflect a reduction of about \$1.8 million from the budgeted amount.

Current expectations are that SSI revenues will fall short of budget by about \$1.8 million.

Indirect Cost Recovery: IDC revenues total \$1.5 million or approximately 25 percent as compared to the annual budget of \$6.1 million.

IDC is proportionately related to externally funded research activities and is currently allocated with 66 percent used to pay the general expenditures of the University and 34 percent allocated to the academic units.

Current expectations are that IDC revenues will be achieved.

Investment Income: Investment Income revenues total \$0.7 million or approximately 47 percent as compared to the annual budget of \$1.5 million.

Investment income is based largely upon the size of the operating funds investment portfolio and the market conditions that impact the return.

The University of Akron
Akron and Wayne General Fund Combined
Narrative of Annual Budget with results for the three months ended September 30, 2017

Absent a major market adjustment, expectations are that budgeted investment income revenues will be surpassed.

Expenditures

Payroll and Fringes: Payroll and Fringes approximate \$37.1 million or approximately 18 percent of the annual budget of \$210 million.

Largely due to 9-month employee contracts, compensation is not incurred ratably throughout the year. By September 30; however, all employees become part of the payroll cycle and compensation becomes more ratable for the remainder of the fiscal year.

The fringe benefit costs approximate \$9.9 million or nearly 18 percent of budget and are tracking slightly less than budget.

Current expectations are that budgeted payroll and fringes will be met. The budgeted payroll includes \$4.1 million related to vacant position savings and currently that savings is projected to be met and likely exceeded.

Utilities: Utilities expenditures approximate \$1.2 million or approximately 11 percent of the annual budget of \$11.6 million.

Current expectations are that budgeted utility expenditures will be achieved or underspent.

Operating: Operating expenditures approximate \$11.6 million or approximately 26 percent of the \$44.3 million budget.

The expenditures are incurred within the operating units primarily for software license, supplies and services, transcribing, advertising and occasionally smaller dollar capital items such as computers and equipment. To date, these expenditures are trending at approximately three percent less than prior year first quarter.

Current expectations are that budget will be achieved.

Scholarships: Scholarships approximate \$26.6 million or approximately 50 percent of the \$52.6 million budget. The undergraduate scholarships and graduate fee remissions exceed and fall short of budgets, respectively. For the fiscal year, the scholarship budget is forecasted to be exceeded by \$2 million. Scholarships will be analyzed again once spring 2018 awards are posted.

Transfers

Transfers-In: The annual budget assumes transfers-in from reserves will total \$29 million. The funds will be transferred in as needed.

Transfers-In Encumbrances: At the end of each fiscal year, commitments often remain for goods and services that have not yet arrived or been received by June 30. Those outstanding commitments are

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Narrative of Annual Budget with results for the three months ended September 30, 2017

carried over to the succeeding fiscal year, and become a liability and expenditure in that following year. The \$2.8 million represents those types of commitments.

Transfers-Out Debt Service: To date, \$2.3 million or 25 percent has been transferred out to assemble resources to pay the debt service. The debt was incurred for such items as buildings and building renovations of general purpose and academic space and the energy and efficiency project related to the performance contract.

Transfers-Out Plant Fund: No resources have been transferred for traditional capital projects whereas approximately \$0.75 million was expended for the faculty laptop refresh program thus far. Once completed, that program is anticipated to total \$1.3 million.

Transfers-Out Other: These transfers occur ratably throughout the fiscal year. To date, 25 percent was provided to various auxiliaries and the sales and services Self-Insurance Fund.

Other

Athletics is installing a scoreboard within the James A. Rhodes arena. The total project will approximate \$1.6 million of which approximately \$1.2 million is assembled. The General Fund will loan Athletics the remaining \$450,000 which will be repaid by Athletics prior to June 30, 2018.

AUXILIARY FUNDS

For the Three Months Ended September 30, 2017

The University of Akron
Akron and Wayne Auxiliary Funds Combined
FY18 Annual Budget with results for the three months ended September 30, 2017

Auxiliary Funds Combined	FY18			
	Approved Budget	Actual Through Sept. 30, 2017	\$ Budget Variance	% of Budget
Revenues	\$42,560,000	\$10,067,335	(\$32,492,665)	24%
Payroll	9,898,000	2,240,260	7,657,740	
Fringes	4,434,000	908,156	3,525,844	
Total Compensation	14,332,000	3,148,416	11,183,584	22%
Operating	28,496,000	9,481,661	19,014,339	
Capital	570,000	0	570,000	
Scholarships	7,479,000	3,012,084	4,466,916	
Total Non Personnel	36,545,000	12,493,745	24,051,255	34%
Total Expenditures	50,877,000	15,642,161	35,234,839	31%
Net Before Transfers	(8,317,000)	(5,574,826)	2,742,174	
Transfers-In - Facilities Fee	7,351,000	1,837,775	(5,513,225)	
Transfers-In - General Service Fee	12,977,000	3,244,175	(9,732,825)	
Transfers-In - Other	14,442,000	3,610,301	(10,831,699)	
Transfers-In - Encumbrances	0	221,998	221,998	
Transfers-Out - Debt Service	(25,830,000)	(6,457,466)	19,372,535	
Net Transfers	8,940,000	2,456,784	(6,483,216)	
Difference	\$623,000	(\$3,118,043)	(\$3,741,043)	

The University of Akron
Akron and Wayne Auxiliary Funds Combined
FY18 Annual Budget with results for the three months ended September 30, 2017

Athletics	FY18			
	Approved Budget	Actual Through Sept. 30, 2017	\$ Budget Variance	% of Budget
Revenues	\$7,501,000	\$776,996	(\$6,724,004)	10%
Payroll	7,243,000	1,690,954	5,552,046	
Fringes	2,765,000	650,009	2,114,991	
Total Compensation	10,008,000	2,340,963	7,667,037	23%
Operating	9,944,000	4,449,176	5,494,824	
Capital	0	0	0	
Scholarships	7,479,000	3,012,084	4,466,916	
Total Non Personnel	17,423,000	7,461,260	9,961,740	43%
Total Expenditures	27,431,000	9,802,223	17,628,777	36%
Net Before Transfers	(19,930,000)	(9,025,227)	10,904,773	
Transfers-In - Facilities Fee	3,892,000	973,050	(2,918,950)	
Transfers-In - General Service Fee	12,977,000	3,244,175	(9,732,825)	
Transfers-In - Other	8,030,000	2,007,405	(6,022,595)	
Transfers-In - Encumbrances	0	61,783	61,783	
Transfers-Out - Debt Service	(4,969,000)	(1,242,147)	3,726,853	
Net Transfers	19,930,000	5,044,266	(14,885,734)	
Difference	\$0	(\$3,980,961)	(\$3,980,961)	

The University of Akron
Akron and Wayne Auxiliary Funds Combined
FY18 Annual Budget with results for the three months ended September 30, 2017

	FY18			
	Approved Budget	Actual Through Sept. 30, 2017	\$ Budget Variance	% of Budget
Residence Life & Housing				
Revenues	\$19,996,000	\$3,730,580	(\$16,265,420)	19%
Payroll	811,000	176,266	634,734	
Fringes	379,000	75,807	303,193	
Total Compensation	1,190,000	252,074	937,926	21%
Operating	7,797,000	1,921,316	5,875,684	
Capital	350,000	0	350,000	
Scholarships	0	0	0	
Total Non Personnel	8,147,000	1,921,316	6,225,684	24%
Total Expenditures	9,337,000	2,173,390	7,163,610	23%
Net Before Transfers	10,659,000	1,557,190	(9,101,810)	
Transfers-In - Facilities Fee	0	0	0	
Transfers-In - General Service Fee	0	0	0	
Transfers-In - Other	0	0	0	
Transfers-In - Encumbrances	0	47,910	47,910	
Transfers-Out - Debt Service	(10,659,000)	(2,664,694)	7,994,306	
Net Transfers	(10,659,000)	(2,616,783)	8,042,217	
Difference	\$0	(\$1,059,593)	(\$1,059,593)	

The University of Akron
Akron and Wayne Auxiliary Funds Combined
FY18 Annual Budget with results for the three months ended September 30, 2017

EJ Thomas Performing Arts Hall	FY18			
	Approved Budget	Actual Through Sept. 30, 2017	\$ Budget Variance	% of Budget
Revenues	\$1,934,000	\$256,326	(\$1,677,674)	13%
Payroll	307,000	61,053	245,947	
Fringes	127,000	26,078	100,922	
Total Compensation	434,000	87,130	346,870	20%
Operating	2,199,000	487,300	1,711,700	
Capital	0	0	0	
Scholarships	0	0	0	
Total Non Personnel	2,199,000	487,300	1,711,700	22%
Total Expenditures	2,633,000	574,431	2,058,569	22%
Net Before Transfers	(699,000)	(318,105)	380,895	
Transfers-In - Facilities Fee	0	0	0	
Transfers-In - General Service Fee	0	0	0	
Transfers-In - Other	1,027,000	256,754	(770,247)	
Transfers-In - Encumbrances	0	49,579	49,579	
Transfers-Out - Debt Service	(327,000)	(81,754)	245,246	
Net Transfers	700,000	224,579	(475,421)	
Difference	\$1,000	(\$93,526)	(\$94,526)	

The University of Akron
Akron and Wayne Auxiliary Funds Combined
FY18 Annual Budget with results for the three months ended September 30, 2017

Dining (Aramark)	FY18			
	Approved Budget	Actual Through Sept. 30, 2017	\$ Budget Variance	% of Budget
Revenues	\$3,701,000	\$1,529,012	(\$2,171,988)	41%
Payroll	199,000	30,876	168,124	
Fringes	546,000	31,485	514,515	
Total Compensation	745,000	62,361	682,639	8%
Operating	1,637,000	371,348	1,265,652	
Capital	0	0	0	
Scholarships	0	0	0	
Total Non Personnel	1,637,000	371,348	1,265,652	23%
Total Expenditures	2,382,000	433,709	1,948,291	18%
Net Before Transfers	1,319,000	1,095,303	(223,697)	
Transfers-In - Facilities Fee	0	0	0	
Transfers-In - General Service Fee	0	0	0	
Transfers-In - Other	0	0	0	
Transfers-In - Encumbrances	0	40,131	40,131	
Transfers-Out - Debt Service	(779,000)	(194,749)	584,251	
Net Transfers	(779,000)	(154,618)	624,382	
Difference	\$540,000	\$940,686	\$400,686	

The University of Akron
Akron and Wayne Auxiliary Funds Combined
FY18 Annual Budget with results for the three months ended September 30, 2017

Recreation & Wellness Services	FY18			
	Approved Budget	Actual Through Sept. 30, 2017	\$ Budget Variance	% of Budget
Revenues	\$565,000	\$141,516	(\$423,484)	25%
Payroll	531,000	117,783	413,217	
Fringes	234,000	50,813	183,187	
Total Compensation	765,000	168,596	596,404	22%
Operating	2,079,000	418,233	1,660,767	
Capital	0	0	0	
Scholarships	0	0	0	
Total Non Personnel	2,079,000	418,233	1,660,767	20%
Total Expenditures	2,844,000	586,829	2,257,171	21%
Net Before Transfers	(2,279,000)	(445,312)	1,833,688	
Transfers-In - Facilities Fee	1,272,000	317,875	(954,125)	
Transfers-In - General Service Fee	0	0	0	
Transfers-In - Other	2,726,000	681,515	(2,044,486)	
Transfers-In - Encumbrances	0	18,245	18,245	
Transfers-Out - Debt Service	(1,704,000)	(425,973)	1,278,027	
Net Transfers	2,294,000	591,662	(1,702,338)	
Difference	\$15,000	\$146,349	\$131,349	

The University of Akron
Akron and Wayne Auxiliary Funds Combined
FY18 Annual Budget with results for the three months ended September 30, 2017

Student Union	FY18			
	Approved Budget	Actual Through Sept. 30, 2017	\$ Budget Variance	% of Budget
Revenues	\$936,000	\$203,886	(\$732,114)	22%
Payroll	521,000	108,806	412,195	
Fringes	256,000	48,399	207,601	
Total Compensation	777,000	157,204	619,796	20%
Operating	2,066,000	415,153	1,650,847	
Capital	0	0	0	
Scholarships	0	0	0	
Total Non Personnel	2,066,000	415,153	1,650,847	20%
Total Expenditures	2,843,000	572,357	2,270,643	20%
Net Before Transfers	(1,907,000)	(368,471)	1,538,529	
Transfers-In - Facilities Fee	2,187,000	546,850	(1,640,150)	
Transfers-In - General Service Fee	0	0	0	
Transfers-In - Other	2,659,000	664,628	(1,994,372)	
Transfers-In - Encumbrances	0	4,349	4,349	
Transfers-Out - Debt Service	(2,930,000)	(732,591)	2,197,409	
Net Transfers	1,916,000	483,236	(1,432,764)	
Difference	\$9,000	\$114,765	\$105,765	

The University of Akron
Akron and Wayne Auxiliary Funds Combined
FY18 Annual Budget with results for the three months ended September 30, 2017

Parking	FY18			
	Approved Budget	Actual Through Sept. 30, 2017	\$ Budget Variance	% of Budget
Revenues	\$7,859,000	\$3,414,304	(\$4,444,696)	43%
Payroll	286,000	54,522	231,478	
Fringes	127,000	25,565	101,435	
Total Compensation	413,000	80,088	332,912	19%
Operating	2,764,000	1,417,633	1,346,367	
Capital	220,000	0	220,000	
Scholarships	0	0	0	
Total Non Personnel	2,984,000	1,417,633	1,566,367	48%
Total Expenditures	3,397,000	1,497,721	1,899,279	44%
Net Before Transfers	4,462,000	1,916,583	(2,545,417)	
Transfers-In - Facilities Fee	0	0	0	
Transfers-In - General Service Fee	0	0	0	
Transfers-In - Other	0	0	0	
Transfers-In - Encumbrances	0	0	0	
Transfers-Out - Debt Service	(4,462,000)	(1,115,558)	3,346,442	
Net Transfers	(4,462,000)	(1,115,558)	3,346,442	
Difference	\$0	\$801,025	\$801,025	

The University of Akron
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FY18 Annual Budget with results for the three months ended September 30, 2017

Wayne Student Union	FY18			
	Approved Budget	Actual Through Sept. 30, 2017	\$ Budget Variance	% of Budget
Revenues	\$68,000	\$14,714	(\$53,286)	22%
Payroll	0	0	0	
Fringes	0	0	0	
Total Compensation	0	0	0	0%
Operating	10,000	1,502	8,498	
Capital	0	0	0	
Scholarships	0	0	0	
Total Non Personnel	10,000	1,502	8,498	15%
Total Expenditures	10,000	1,502	8,498	15%
Net Before Transfers	58,000	13,212	(61,784)	
Transfers-In - Facilities Fee	0	0	0	
Transfers-In - General Service Fee	0	0	0	
Transfers-In - Other	0	0	0	
Transfers-In - Encumbrances	0	0	0	
Transfers-Out - Debt Service	0	0	0	
Net Transfers	0	0	0	
Difference	\$58,000	\$13,212	(\$61,784)	

The University of Akron
Auxiliaries
FY18 Budget Assumptions

Overall Assumptions

Payroll: Assumes two-percent increase pursuant to collectively bargained employee contracts.

Fringes: Assumes benefits such as 14-percent employer contribution to the respective retirement system, University contribution toward employee group insurance, employee and dependent fee remission, and University portion of employee permits.

Transfers-Out – Debt Service: Assumes debt service for Auxiliary facilities.

Unit Assumptions

Athletics

Revenues: Assumes externally generated revenues from various sources such as the MAC, game guarantees, naming rights, ticket sales, grants-in-aid, IMG, and Coca-Cola.

Payroll: Contemplates rate increases as reflected in respective individual contracts.

Operating: Assumes an increase of \$234,000 over the FY17.

Scholarships: Assumes 240 Athletic financial aid awards.

Transfers-In: Assumes Facilities Fee of \$3.9 million, General Service Fee of \$13 million, and Other of \$8 million in transfers from the General Fund.

Residence Life & Housing

Revenues: Assumes an 83-percent average occupancy.

Operating: Assumes a decrease of \$723,000 over the FY17.

Capital: Assumes boiler work upgrades or replacements and pump upgrades in several residence halls and miscellaneous repairs in other facilities.

E. J. Thomas Performing Arts Hall

Revenues: Assumes externally generated revenues from various sources such as Broadway Series sales, Akron Civic Theater pass-through, hall rental, and endowment gifts.

Operating: Assumes largely flat operating as compared to FY17.

Transfers-In: Assumes Other transfers of \$1 million from the General Fund.

The University of Akron
Auxiliaries
FY18 Budget Assumptions

Aramark

Revenues: Assumes rent and other contractually provided revenues such as utilities, maintenance, and equipment repair.

Compensation: The CWA employees remain University employees, with the University responsible for the difference between FICA and SERS. All other employees are the sole responsibility of Aramark.

Operating: Assumes a refresh to Freshens.

Recreation & Wellness Center

Revenues: Assumes externally generated revenues from various sources such as memberships, pool rental, and locker and facility rentals.

Operating: Assumes largely flat operating as compared to FY17.

Transfers-In: Assumes Facilities Fee of \$1.3 million and Other of \$2.7 million in transfers from the General Fund.

Student Union

Revenues: Assumes externally generated revenues from various sources such as bookstore space rent, bank space rent, and room rentals.

Operating: Assumes a decrease of \$494,000 over the FY17.

Transfers-In: Assumes Facilities Fee of \$2.2 million and Other of \$2.7 million in transfers from the General Fund.

Parking

Revenues: Assumes parking permits and transportation fee revenues decrease consistent with an overall blended enrollment reduction of five percent.

Operating: Assumes a net decrease of \$186,000 over the FY17.

Capital: Assumes replacing the expansion joints and drains at Schrank parking deck.

**The University of Akron
Auxiliaries
FY18 Budget Assumptions**

Wayne Student Union

Revenues: Assumes consistent with FY17.

Operating: Assumes consistent with FY17.

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Akron and Wayne Auxiliary Funds Combined
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Athletics

Athletics actual revenues total \$777,000 as compared to annual budgeted revenues of \$7.5 million. Major components of revenue include ticket sales (42 percent), gifts (33 percent), and game guarantees (22 percent). Deferred revenue for seasonal and single tickets is realized in the fiscal year when the game is held. Currently, \$335,000 is deferred revenue. Actual revenues equate to 10 percent of the budget to-date. Certain earned but yet to be collected revenues includes \$1 million in football game guarantee to play Penn State and \$380,000 for pouring rights. Preliminary expectations are that Athletics will achieve budgeted revenues since the majority of revenue generating programming has yet to occur to recapture the shortfall in Football actual revenues. Athletics will closely monitor activity.

Payroll and fringes total \$2.3 million or roughly 23 percent as compared to the annual budget of \$10 million. Compensation occurs ratably throughout the year. Current expectations are that budgeted compensation will remain at or below budget.

Operating expenditures total \$4.4 million or 44 percent as compared to the annual budget of \$9.9 million. The principal operating expenditures include athletic supplies (20 percent), game officials and guarantees (13 percent), team travel and recruiting (12 percent), and maintenance (10 percent). The majority of operating expenditures from prepaid game guarantees, encumbrances, and football traveling expenditure occurs in fall; thus, current expectations are that the amount budgeted for operating expenditures will not be exceeded.

Scholarships, or Athletics financial aid, totaled \$3 million or 40 percent as compared to the annual budget of \$7.5 million. Current expectations are that the amount budgeted for scholarships will not be exceeded.

The other sources of funding include transfers-in of facilities fees, general service fees, and other budgeted at \$3.9 million, \$13 million, and \$8 million, respectively. The facilities fees totaling \$973,000 service a portion of the Stadium and Fieldhouse debt while the Athletics actual general service fee and other transfers-in combined total \$5.2 million. To date, \$6.2 million has been transferred with the expectation the full amount will be transferred throughout the remainder of the fiscal year.

At the end of each fiscal year, commitments often remain for goods and services that have not yet arrived or been received by June 30. Those outstanding commitments are carried over to the succeeding fiscal year, and become a liability and expenditure in that following year. The \$62,000 Transfers-in – Encumbrances represents those types of commitments.

The budgeted transfers-out for debt service total \$5 million. To date, \$1.2 million or roughly 25 percent has been transferred out to pay the upcoming debt service payment with the remaining transfers to occur throughout the year. The debt service largely pays the bonded debt related to InfoCision Stadium and the Athletic Fieldhouse.

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Athletics is installing a scoreboard within the James A. Rhodes arena. The total project will approximate \$1.6 million of which approximately \$1.2 million is assembled. The General Fund will loan Athletics the remaining \$450,000 which will be repaid by Athletics prior to June 30, 2018.

**The University of Akron
Akron and Wayne Auxiliary Funds Combined
Narrative of Annual Budget with results for the three months ended September 30, 2017**

Residence Life & Housing

Residence Life & Housing actual revenues total \$3.7 million as compared to the annual budgeted revenues of \$20 million. The housing revenues are presumed to be earned monthly so the \$3.7 million represents a portion of postings to date. Currently, \$7.3 million is deferred revenue. Fall semester revenues are in-line with fall revenue projection. Preliminary expectations project achieving 54 percent of budgeted revenues by the end of the fall semester, and if the spring semester stays in-line with forecasts, actual revenues will match the budget by the end of FY18.

Payroll and fringes total \$252,000 or roughly 21 percent as compared to the annual budget of \$1.2 million. Current expectations are that budgeted compensation will not be exceeded.

Operating expenditures total \$1.9 million or 24 percent as compared to the annual budget of \$7.8 million. The principal operating expenditures include maintenance (46 percent) and utilities (17 percent). Preparing the dorms for fall semester increases maintenance expenditures early in the fiscal year. Current expectations are that expenditures will remain below or at budget.

The \$350,000 budgeted capital expenditures are intended to replace boilers in Sisler-McFawn, Orr, and Ritchie Residence Halls (\$90,000), replace two domestic boilers in Honors Complex (\$20,000), upgrade five pumps in Exchange Street Residence Hall (\$40,000), repair Spanton Hall showers/bathrooms (\$40,000), repair Bulger Hall parapet (\$25,000), upgrade Honors Complex furniture (\$75,000), and upgrade staff and computer lab computers (\$60,000).

At the end of each fiscal year, commitments often remain for goods and services that have not yet arrived or been received by June 30. Those outstanding commitments are carried over to the succeeding fiscal year, and become a liability and expenditure in that following year. The \$48,000 Transfers-in – Encumbrances represents those types of commitments.

The budgeted transfers-out for the debt service total \$10.7 million. To date, \$2.7 million or 25 percent has been transferred out to pay the upcoming debt service payment with the remaining transfers to occur throughout the year. The debt service pays the bonded debt related to the renovation of eight residence halls and two new buildings.

**The University of Akron
Akron and Wayne Auxiliary Funds Combined
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EJ Thomas Performing Arts Hall

EJ Thomas Performing Arts Hall actual revenues total \$256,000 as compared to the annual budgeted revenues of \$1.9 million. The principal revenues include endowment (68 percent) and ticket sales (22 percent). Ticket deferred revenue is realized when the show is held. Currently, EJ Thomas has \$135,000 in deferred revenue for the Broadway in Akron Series. Current expectations are that budgeted revenues will be achieved as much as the facility's revenue generating programming has yet to occur.

Payroll and fringes total \$87,000 or roughly 20 percent as compared to the annual budget of \$434,000. Compensation occurs ratably throughout the year. Current expectations are that budgeted compensation will not be exceeded.

Operating expenditures total \$487,000 or 22 percent as compared to the annual budget of \$2.2 million. The principal operating expenditures include consultant fees (23 percent), utilities (21 percent), and advertising (16 percent). Current expectations are that expenditures will remain below or at budget.

Transfers-in represents general-fund support for operations and is budgeted for roughly \$1 million. To date, \$257,000 has been transferred with the expectation the full amount will be transferred throughout the remainder of the fiscal year.

At the end of each fiscal year, commitments often remain for goods and services that have not yet arrived or been received by June 30. Those outstanding commitments are carried over to the succeeding fiscal year, and become a liability and expenditure in that following year. The \$50,000 Transfers-in – Encumbrances represents those types of commitments.

The budgeted transfers-out for debt service totals \$327,000. To date, \$82,000 or 25 percent has been transferred out to pay the upcoming debt service payment with the remaining transfers to occur throughout the year. This debt service pays the bonded debt related to improvements and equipment.

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Akron and Wayne Auxiliary Funds Combined
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Dining (Aramark)

Aramark actual revenues total \$1.5 million as compared to the annual budgeted revenues of \$3.7 million. The primary revenues include rent (36 percent); utilities support (22 percent), facilities support (19 percent), and software support (12 percent). Zip card deposits are allocated to deferred revenue until the income is expensed. Currently, \$367,000 is being held in deferred revenue. Current expectations are in-line with the current contract and as long as no significant changes are made, actual revenues will match the budget at the end of FY18.

Payroll and fringes total \$62,000 or roughly eight percent as compared to the annual budget of \$745,000. Compensation occurs ratably throughout the year. The \$546,000 fringe benefits budget also includes the difference between SERS and FICA for CWA employees who remained with the University as well as Aramark employees performing work at the University. Current expectations are that budgeted compensation will not be exceeded.

Operating expenditures total \$371,000 or 23 percent as compared to the annual budget of \$1.6 million. Current expectations are that expenditures will remain below or at budget.

At the end of each fiscal year, commitments often remain for goods and services that have not yet arrived or been received by June 30. Those outstanding commitments are carried over to the succeeding fiscal year, and become a liability and expenditure in that following year. The \$40,000 Transfers-in – Encumbrances represents those types of commitments.

The budgeted transfers-out for debt service totals \$779,000. To date, \$195,000 or 25 percent has been transferred out to pay the upcoming debt service payment with the remaining transfers to occur throughout the year. This debt service pays the bonded debt related to various buildouts of space and renovations including the dining hall and retail sites located throughout the campus.

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Recreation & Wellness Services

Recreation & Wellness Services actual revenues total \$142,000 as compared to the annual budgeted revenues of \$565,000. The principal revenues include memberships (34 percent), swimming meets/lessons (32 percent), and rentals (14 percent). Current expectations are that Recreation & Wellness Services will achieve revenue budget expectations, as the start of the new calendar has historically shown an increase in memberships.

Payroll and fringes total \$169,000 or roughly 22 percent as compared to the annual budget of \$765,000. Compensation occurs ratably throughout the year. Current expectations are that budgeted compensation will not be exceeded.

Operating expenditures total \$418,000 or 20 percent as compared to the annual budget of \$2.1 million. The primary operating expenditures include student assistants (36 percent), maintenance (33 percent), and utilities (20 percent), and are predominately incurred evenly throughout the fiscal year. Current expectations are that expenditures will remain below or at budget.

Transfers-in represents facilities fees and general-fund support to service the building's bonded debt and for operations, respectively. To date, \$1 million has been transferred with the expectation that the remaining amount will be transferred throughout the rest of the fiscal year.

Recreation & Wellness Services is largely dependent upon the facilities fees and general fund for debt service resources and operational support both of which are tied directly to enrollment.

At the end of each fiscal year, commitments often remain for goods and services that have not yet arrived or been received by June 30. Those outstanding commitments are carried over to the succeeding fiscal year, and become a liability and expenditure in that following year. The \$18,000 Transfers-in – Encumbrances represents those types of commitments.

The budgeted transfers-out for debt service totals \$1.7 million. To date, \$426,000 or 25 percent has been transferred out for the upcoming debt service requirements.

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Student Union

The Student Union actual revenues total \$204,000 as compared to the annual budgeted revenues of \$936,000. The principal revenues include rental income (94 percent). Actual revenue collection accounts for 22 percent of the budget. The Student Union will closely monitor activity, but actual revenues will fall short of the budget projections.

Payroll and fringes total \$157,000 or roughly 20 percent as compared to the annual budget of \$777,000. Current expectations are that budgeted compensation will not be exceeded.

Operating expenditures total \$415,000 or 20 percent as compared to the annual budget of \$2.1 million. The primary operating expenditures include utilities (33 percent), maintenance (32 percent), student assistants (24 percent), and are predominately incurred evenly throughout the fiscal year. Current expectations are that expenditures will remain below or at budget.

Transfers-in represents facilities fees and general-fund support to service the building's bonded debt and for operations, respectively. To date, \$1.2 million has been transferred with the expectation that the remaining amount will be transferred throughout the rest of the fiscal year.

The Student Union is largely dependent upon the facilities fees and general fund for debt service resources and operational support both of which are tied directly to enrollment.

At the end of each fiscal year, commitments often remain for goods and services that have not yet arrived or been received by June 30. Those outstanding commitments are carried over to the succeeding fiscal year, and become a liability and expenditure in that following year. The \$4,000 Transfers-in – Encumbrances represents those types of commitments.

The budgeted transfers-out for debt service totals \$2.9 million. To date, \$733,000 or 25 percent has been transferred out for the upcoming debt service requirements.

**The University of Akron
Akron and Wayne Auxiliary Funds Combined
Narrative of Annual Budget with results for the three months ended September 30, 2017**

Parking

Parking actual revenues total \$3.4 million as compared to the annual budgeted revenues of \$7.9 million. The primary sources of revenues are the student transportation fee and parking permits (98 percent). Parking Services collects the majority of special event parking revenue in the fall semester. Deferred revenue generated from parking permits purchased before the semester begins is recognized when the revenue recognition criteria is met. Current expectations are that actual revenues will likely fall short of projections; however, expenditures will be managed in such a way to ensure expenditures remain within the actual revenues earned.

Payroll and fringes total \$80,000 or roughly 19 percent as compared to the annual budget of \$413,000. Compensation tends to occur ratably throughout the year. Current expectations are that budgeted compensation will not be exceeded.

Operating expenditures total \$1.4 million or 51 percent as compared to the annual budget of \$2.8 million. The major operating costs include transportation related activities including busing, parking lot, and deck maintenance (77 percent). The majority of operating expenditures are encumbered in fall; thus, current expectations are that expenditures will remain below or at budget.

The \$220,000 budgeted capital expenditures are intended to replace the expansion joints and drains within the Schrank Parking Deck which has been isolated as the cause of water leakage occurring within Schrank Hall.

The budgeted transfers-out for debt service total \$4.5 million. Transfers-out of \$1.1 million or 25 percent represents the debt service that pays the bonded debt related to the renovation and construction of four parking decks.

The University of Akron
Akron and Wayne Auxiliary Funds Combined
Narrative of Annual Budget with results for the three months ended September 30, 2017

Wayne Student Union

Wayne Student Union revenues total \$15,000 as compared to the annual budgeted revenues of \$68,000. The principal revenues include bookstore rent (100 percent) predominately earned evenly throughout the fiscal year. Current expectations are that budgeted revenues will be achieved.

Operating expenditures total \$1,500 or 15 percent as compared to the annual budget of \$10,000. Current expectations are that expenditures will remain below or at budget.

**DEPARTMENTAL SALES AND
SERVICES FUNDS**

For the Three Months Ended September 30, 2017

The University of Akron
Akron and Wayne Departmental Sales and Services Funds Combined
FY18 Annual Budget with results for the three months ended September 30, 2017

**Departmental Sales and Services
Funds Combined**

	FY18			
	Approved Budget	Actual Through Sept. 30, 2017	\$ Budget Variance	% of Budget
Revenues	\$40,703,000	\$8,049,673	(\$32,653,327)	20%
Payroll	2,869,000	695,561	2,173,439	
Fringes	1,000,000	257,103	742,897	
Total Compensation	3,869,000	952,665	2,916,335	25%
Operating	5,061,000	608,677	4,452,323	
Premiums and Claims	31,640,000	5,484,145	26,155,855	
Capital	60,000	0	60,000	
Total Non Personnel	36,761,000	6,092,822	30,668,178	17%
Total Expenditures	40,630,000	7,045,486	33,584,514	17%
Net Before Transfers	73,000	1,004,186	931,186	
Transfers-In - Other	2,808,000	702,219	(2,105,781)	
Transfers-In - Encumbrances	0	228,369	(228,369)	
Total Transfers-In	2,808,000	930,588	(2,334,150)	
Difference	\$2,881,000	\$1,934,775	(\$1,402,964)	

The University of Akron
Akron and Wayne Departmental Sales and Services Funds Combined
FY18 Annual Budget with results for the three months ended September 30, 2017

Self-Insurance Health Care	FY18			
	Approved Budget	Actual Through Sept. 30, 2017	\$ Budget Variance	% of Budget
Revenues	\$32,332,000	\$5,690,075	(\$26,641,925)	18%
Payroll	0	39,752	(39,752)	
Fringes	0	15,894	(15,894)	
Total Compensation	0	55,645	(55,645)	
Operating	1,342,000	8,100	1,333,900	
Premiums and Claims	31,640,000	5,484,145	26,155,855	
Capital	0	0	0	
Total Non Personnel	32,982,000	5,492,245	27,489,755	17%
Total Expenditures	32,982,000	5,547,891	27,434,109	17%
Net Before Transfers	(650,000)	142,184	792,184	
Transfers-In - Other	2,808,000	702,219	(2,105,781)	
Transfers-In - Encumbrances	0	0	0	
Total Transfers-In	2,808,000	702,219	(2,105,781)	
Difference	\$2,158,000	\$844,403	(\$1,313,597)	

The University of Akron
Akron and Wayne Departmental Sales and Services Funds Combined
FY18 Annual Budget with results for the three months ended September 30, 2017

UA Solutions	FY18			
	Approved Budget	Actual Through Sept. 30, 2017	\$ Budget Variance	% of Budget
Revenues	\$811,000	\$184,052	(\$626,948)	23%
Payroll	228,000	64,310	163,690	
Fringes	76,000	19,013	56,987	
Total Compensation	304,000	83,322	220,678	27%
Operating	427,000	77,630	349,370	
Premiums and Claims	0	0	0	
Capital	0	0	0	
Total Non Personnel	427,000	77,630	349,370	18%
Total Expenditures	731,000	160,952	570,048	22%
Net Before Transfers	80,000	23,100	(56,900)	
Transfers-In - Other	0	0	0	
Transfers-In - Encumbrances	0	41,757	(41,757)	
Total Transfers-In	0	41,757	(41,757)	
Difference	\$80,000	\$64,857	(\$98,657)	

The University of Akron
Akron and Wayne Departmental Sales and Services Funds Combined
FY18 Annual Budget with results for the three months ended September 30, 2017

New Student Orientation	FY18			
	Approved Budget	Actual Through Sept. 30, 2017	\$ Budget Variance	% of Budget
Revenues	\$750,000	\$52,055	(\$697,945)	7%
Payroll	170,000	40,612	129,388	
Fringes	72,000	16,848	55,152	
Total Compensation	242,000	57,460	184,540	24%
Operating	497,000	104,227	392,773	
Premiums and Claims	0	0	0	
Capital	0	0	0	
Total Non Personnel	497,000	104,227	392,773	21%
Total Expenditures	739,000	161,687	577,313	22%
Net Before Transfers	11,000	(109,632)	(120,632)	
Transfers-In - Other	0	0	0	
Transfers-In - Encumbrances	0	3,150	(3,150)	
Total Transfers-In	0	3,150	(3,150)	
Difference	\$11,000	(\$106,482)	(\$123,782)	

The University of Akron
Akron and Wayne Departmental Sales and Services Funds Combined
FY18 Annual Budget with results for the three months ended September 30, 2017

English Language Institute	FY18			
	Approved Budget	Actual Through Sept. 30, 2017	\$ Budget Variance	% of Budget
Revenues	\$600,000	\$270,942	(\$329,058)	45%
Payroll	323,000	73,438	249,562	
Fringes	102,000	22,291	79,709	
Total Compensation	425,000	95,728	329,272	23%
Operating	86,000	4,855	81,145	
Premiums and Claims	0	0	0	
Capital	0	0	0	
Total Non Personnel	86,000	4,855	81,145	6%
Total Expenditures	511,000	100,583	410,417	20%
Net Before Transfers	89,000	170,359	81,359	
Transfers-In - Other	0	0	0	
Transfers-In - Encumbrances	0	0	0	
Total Transfers-In	0	0	0	
Difference	\$89,000	\$170,359	\$81,359	

The University of Akron
Akron and Wayne Departmental Sales and Services Funds Combined
FY18 Annual Budget with results for the three months ended September 30, 2017

Wayne	FY18			
	Approved Budget	Actual Through Sept. 30, 2017	\$ Budget Variance	% of Budget
Revenues	\$14,000	\$12,383	(\$1,617)	88%
Payroll	0	0	0	
Fringes	0	0	0	
Total Compensation	0	0	0	
Operating	11,000	0	11,000	
Premiums and Claims	0	0	0	
Capital	0	0	0	
Total Non Personnel	11,000	0	11,000	0%
Total Expenditures	11,000	0	11,000	0%
Net Before Transfers	3,000	12,383	9,383	
Transfers-In - Other	0	0	0	
Transfers-In - Encumbrances	0	0	0	
Total Transfers-In	0	0	0	
Difference	\$3,000	\$12,383	\$9,383	

The University of Akron
Akron and Wayne Departmental Sales and Services Funds Combined
FY18 Annual Budget with results for the three months ended September 30, 2017

Other	FY18			
	Approved Budget	Actual Through Sept. 30, 2017	\$ Budget Variance	% of Budget
Revenues	\$6,196,000	\$1,840,166	(\$4,355,834)	30%
Payroll	2,148,000	477,450	1,670,550	
Fringes	750,000	183,059	566,941	
Total Compensation	2,898,000	660,509	2,237,491	23%
Operating	2,698,000	413,864	2,284,136	
Premiums and Claims	0	0	0	
Capital	60,000	0	60,000	
Total Non Personnel	2,758,000	413,864	2,344,136	15%
Total Expenditures	5,656,000	1,074,373	4,581,627	19%
Net Before Transfers	540,000	765,793	225,793	
Transfers-In - Other	0	0	0	
Transfers-In - Encumbrances	0	183,462	(183,462)	
Total Transfers-In	0	183,462	(183,462)	
Difference	\$540,000	\$949,255	\$42,330	

**The University of Akron
Departmental Sales and Services
FY18 Budget Assumptions**

Overall Assumptions

Payroll: Assumes two-percent increase pursuant to collectively bargained employee contracts.

Fringes: Assumes benefits such as 14-percent employer contribution to the respective retirement system, University contribution toward employee group insurance, employee and dependent fee remission, and University portion of employee permits.

Fund Assumptions

Self-Insurance Health Care

Revenues: Assumes University contributions to employee-provided benefits such as medical, prescription drug, dental, long-term disability, and life insurance. Also assumes employee and retiree contributions to benefit program for coverage that requires an employee cost share or is voluntary (100 percent employee paid) such as medical, prescription drug, short-term and long-term disability, life insurance, vision, and flexible spending accounts.

Operating: Assumes the amounts expected to be paid for administrative and consulting fees.

Premiums and Claims: Assumes estimated cost for insurance premiums and self-insured claim payments related to employee benefit program. Expenditures include components such as medical, prescription drug, dental, stop loss insurance, and other ancillary benefits.

Transfers-In: Assumes Other transfers of \$2.8 million from the General Fund to support retiree dependent medical insurance, retiree life insurance, and administrative and consulting fees not supported by departmental contributions.

UA Solutions

Revenues: Assumes open enrollment and contract training fees revenues to support the coordination of noncredit professional development classes open to the public and to provide customized training for local companies.

Operating: Assumes expenditures such as student assistants, supplies and services, and travel and hospitality. UA Solutions will manage to ensure expenditures are limited to revenues.

New Student Orientation

Revenues: Assumes commitment fee revenues to support the activities related to orientation and first-year experience programs.

The University of Akron
Departmental Sales and Services
FY18 Budget Assumptions

Operating: Assumes expenditures such as peer mentoring, New Roo Weekend, supplies and services, and travel and hospitality. New Student Orientation will manage to ensure expenditures are limited to revenues.

English Language Institute

Revenues: Assumes externally generated revenues from non-credit courses to teach English to non-English speaking students who plan to attend a university in the United States.

Operating: Assumes expenditures such as student assistants, supplies and services, and travel and hospitality. English Language Institute will manage to ensure expenditures are limited to revenues.

Wayne

Revenues: Assumes a few small departmental sales operations at the Wayne College branch, and minimal revenues generated by the Wayne testing center and off-campus site in Millersburg.

Operating: Assumes supplies and services and travel and hospitality. Wayne College will manage to ensure expenditures are limited to revenues.

Other

Revenues: Assumes about 150 smaller, revenue-generating activities such as internal Printing Services, Hearing Aid Dispensary, and Akron Polymer Technology Services Testing.

Operating: Assumes expenditures such as student assistants, cost of goods sold (Crystal Room, Computer Store, and Hearing Aid Dispensary), supplies and services, and travel and hospitality. Individual management and the units will manage to ensure expenditures are limited to revenues. In general, the units are anticipated to break even or generate a surplus.

Capital: Assumes equipment purchases related to polymer testing activities.

The University of Akron
Akron and Wayne Department Sales and Services Funds Combined
Narrative of Annual Budget with results for the three months ended September 30, 2017

Self-Insurance Health Care

Self-Insurance Health Care actual revenues total \$5.7 million as compared to annual budgeted revenues of \$32.3 million. Major components of revenue include University contributions (85 percent) to employee-provided benefits such as medical, prescription drug, dental, long-term disability, and life insurance. Revenues also includes employee and retiree contributions (15 percent) to benefit program for coverage that requires an employee cost share or is voluntary (100 percent employee paid) such as medical, prescription drug, short-term and long-term disability, life insurance, vision, and flexible spending accounts. Actual revenues equate to 18 percent of the budget to-date. Current expectations are that budgeted revenues will be achieved.

Payroll and fringes total \$56,000. Operating expenditures total \$8,000 for consulting services. Premiums and Claims expenditures total \$5.5 million as compared to the annual budget of \$31.6 million. Current expectations are that expenditures will remain at or below budget.

To date, \$702,000 has been transferred in from the General Fund to support retiree healthcare with the remaining monthly transfers to occur ratably throughout the year. The budget assumes transfers-in will total \$2.8 million.

UA Solutions

UA Solutions actual revenues from open enrollment and contract training fees total \$184,000 as compared to the annual budgeted revenues of \$811,000. Current expectations are that budgeted revenues will be achieved.

Payroll and fringes total \$83,000 and are in line with the annual budget of \$304,000.

Operating expenditures total \$78,000 or 18 percent as compared to the annual budget of \$427,000. The principal operating expenditures include supplies and services related to training and instructional support, student assistants, and travel and hospitality. Current expectations are that expenditures will remain at or below budget.

At the end of each fiscal year, commitments often remain for goods and services that have not yet arrived or been received by June 30. Those outstanding commitments are carried over to the succeeding fiscal year, and become a liability and expenditure in that following year. The \$42,000 Transfers-in – Encumbrances represents those types of commitments.

New Student Orientation

New Student Orientation actual revenues total \$52,000 as compared to the annual budgeted revenues of \$750,000. Current expectations are that budgeted revenues will not be achieved. The majority of the confirmation fee revenue is received during the months of January to June. Expenditures will be closely monitored throughout the course of the year. A transfer-in from reserves will make up the difference if necessary.

The University of Akron
Akron and Wayne Department Sales and Services Funds Combined
Narrative of Annual Budget with results for the three months ended September 30, 2017

Payroll and fringes total \$57,000 or roughly 24 percent as compared to the annual budget of \$242,000.

Operating expenditures total \$104,000 or 21 percent as compared to the annual budget of \$497,000. The principal operating expenditures include student assistants (59 percent), hospitality (30 percent), and supplies and services (11 percent). Current expectations are that expenditures will remain at or below budget.

At the end of each fiscal year, commitments often remain for goods and services that have not yet arrived or been received by June 30. Those outstanding commitments are carried over to the succeeding fiscal year, and become a liability and expenditure in that following year. The \$3,000 Transfers-in – Encumbrances represents those types of commitments.

English Language Institute

English Language Institute actual revenues total \$271,000 as compared to the annual budgeted revenues of \$600,000. Current expectations are that budgeted revenues will be achieved.

Payroll and fringes total \$96,000 or roughly 23 percent as compared to the annual budget of \$425,000.

Operating expenditures total \$5,000 or six percent as compared to the annual budget of \$86,000. The principal operating expenditures include supplies and services (85 percent), student assistants (12 percent), and hospitality (two percent). Current expectations are that expenditures will remain at or below budget.

Wayne

Wayne actual revenues total \$12,000 as compared to the annual budgeted revenues of \$14,000. The principal revenues include an endowment distribution from UA Foundation to Off Campus Courses-Millersburg (82 percent), and revenues generated from Wayne College Testing Center (18 percent). Current expectations are that budgeted revenues will be achieved. Operating expenditures total \$0 compared to the annual budget of \$11,000. Current expectations are that expenditures will remain at or below budget.

Other

The Other departmental sales and services actual revenues total \$1.8 million as compared to the annual budgeted revenues of \$6.2 million. The principal revenues are generated from over 60 activities including the University Credit Card Program (15 percent), ITS Shared Services (10 percent), Printing Services (eight percent), Law Enforcement Training Center (six percent), and Hearing Aid Dispensary (six percent). Actual revenue collection accounts for 30 percent of the budget. Current expectations are that budgeted revenues will be achieved.

The University of Akron
Akron and Wayne Department Sales and Services Funds Combined
Narrative of Annual Budget with results for the three months ended September 30, 2017

Payroll and fringes total \$661,000 or roughly 23 percent as compared to the annual budget of \$2.9 million.

Operating expenditures total \$414,000 or 15 percent as compared to the annual budget of \$2.7 million. The primary operating expenditures are supplies and services (86 percent). Current expectations are that individual units will manage to ensure expenditures are limited to revenues. In general, expenditures are anticipated to remain at or below budget.

At the end of each fiscal year, commitments often remain for goods and services that have not yet arrived or been received by June 30. Those outstanding commitments are carried over to the succeeding fiscal year, and become a liability and expenditure in that following year. The \$183,000 Transfers-in – Encumbrances represents those types of commitments.

THE UNIVERSITY OF AKRON

RESOLUTION 12- -17

Acceptance of the Financial Report for the Three Months Ended September 30, 2017

BE IT RESOLVED, That the recommendation presented by the Finance & Administration Committee on December 6, 2017, accepting the Financial Report for the Three Months Ended September 30, 2017, be approved.

M. Celeste Cook, Secretary
Board of Trustees

December 6, 2017

FINANCE & ADMINISTRATION COMMITTEE

TAB 4

PURCHASE FOR MORE THAN \$500,000



DATE: November 8, 2017

TO: Nathan J. Mortimer, CPA
Vice President for Finance & Administration/CFO

FROM: Luba Cramer *Luba Cramer*
Interim Director of Purchasing

SUBJECT: Awards Exceeding \$500,000 for Board of Trustees Approval

As requested of me, I provide to you the following procurement which exceeds \$500,000 for Board of Trustees consideration and approval at its meeting on December 6, 2017.

1. **EmpCenter Three-year Renewal (Locally Funded)**

The Department of Purchasing is proposing an award to Workforce Software for the support and subscriptions of EmpCenter. The University uses EmpCenter to track and report employee time and attendance including Family Medical Leave Act (FMLA) compliance.

A three-year contract through December 2020 totaling approximately \$501,000 or \$167,000 annually is sought. The \$167,000 represents a four-percent increase over the prior annual contract. Importantly, a three-year contract avoids conversion and implementation costs associated with a migration to another system and intentionally aligns the contract with the recent PeopleSoft ERP renewal.

This support and subscriptions procurement is acceptable to the Department of Information Technology Services, the Department of Purchasing, and the Office of General Counsel.

I recommend that an award be made to Workforce Software in the amount of \$500,850 for a three-year term and seek your approval and that of the Board of Trustees at its meeting on December 6, 2017.

Department of Purchasing
Akron, OH 44325-9001
330-972-5965 Office · 330-972-5564 Fax

THE UNIVERSITY OF AKRON

RESOLUTION 12- -17

Acceptance of Purchase for More Than \$500,000

BE IT RESOLVED, That the following recommendation, presented by the Finance & Administration Committee on December 6, 2017, be approved:

Award to Workforce Software a three-year contract for support and subscriptions of EmpCenter in the amount of \$500,850.

M. Celeste Cook, Secretary
Board of Trustees

December 6, 2017

FINANCE & ADMINISTRATION COMMITTEE

TAB 5

**SPRING 2018 COURSE FEE INCREASE
RECOMMENDATIONS**



DATE: November 7, 2017

TO: Nathan J. Mortimer, CPA
Vice President for Finance & Administration/CFO

FROM: Amy S. Gilliland 
Director of Resource Analysis & Budgeting

SUBJECT: Spring 2018 Course Fee Increase Recommendations

As requested of me, I contacted the Ohio Department of Higher Education (“ODHE”) and inquired whether the University may enact new fees for accessing course content in lieu of a student purchasing certain textbooks, and a Japan study abroad course. The ODHE concurred that the University may implement such fees. As such, I provide the attached course fee recommendations to become effective spring 2018.

These recommendations should be presented to the Board of Trustees for consideration and approval at its December 6, 2017 meeting.

Resource Analysis & Budgeting
Akron, OH 44325-6202
330-972-6521 Office · 330-972-6317 Fax

The University of Akron
New Course Fees to be Effective Spring 2018

Course Fee for Electronic Content

The electronic content fees reflect the cost of electronic content for the identified courses. The fees will be used to provide access to the course content at a savings to the student as compared to the purchase of a textbook. Students will have the ability to opt out of the fee if certain criteria are met. Examples of opt out criteria include: a student's desire not to obtain course materials, financial hardship, freedom to choose the means for which they obtain course materials.

The course fee for electronic content may be attached to any of the following courses:

- 5550:150-All Concept of Physical Education (\$81.25)
- 3470:250-All Statistics Enhanced Web Assign (\$35.60)
- 2420:211/212-All Accounting Principles with Connect (\$81.25)
- 6500:304-All McGuckian, Connect Master for Business Stats (\$81.25)

Course Fee for "The Global Lawyer" Spring Break Study Abroad in Japan

This one-time \$500 student fee will enable a student to participate in this study abroad course. The fee is intended to cover multiple group meals, local transportation to field trips, cost of faculty travel, insurance for students and faculty, costs associated with the coordinating with host/partner institution, and other miscellaneous costs.

The program is cross-listed for flexible enrollment options for students, so the program fee may be attached to any of the following three courses:

- 1870:250-007 Honors Colloquium: Humanities (The Global Lawyer)
- 1870:360-011 Honors Colloquium: Social Science (The Global Lawyer)
- 3700:397-050 Independent Study in Political Science (The Global Lawyer Study Abroad Course)

THE UNIVERSITY OF AKRON

RESOLUTION 12- -17

Pertaining to Approval of New Spring 2018 Course Fees

BE IT RESOLVED, That the recommendation of the Finance & Administration Committee on December 6, 2017 pertaining to the new spring 2018 course fees be approved.

M. Celeste Cook, Secretary
Board of Trustees

December 6, 2017

FINANCE & ADMINISTRATION COMMITTEE

TAB 6

**REPORT ON AFFORDABILITY AND
EFFICIENCY**



DATE: November 3, 2017

TO: Nathan J. Mortimer, CPA
Vice President for Finance & Administration/CFO

FROM: Denny C. Clutter 
Director Strategic Initiatives

SUBJECT: **The University of Akron's 2017 Task Force Efficiency Report for the Ohio Task Force on Affordability and Efficiency**

As requested of me by you, attached is the University's 2017 Task Force Efficiency Report and accompanying documents for presentation to and approval by the Board of Trustees at its December 6, 2017 meeting.

Similar to years past, and in accord with Ohio Department of Higher Education (ODHE) authorization, the Efficiency Report and accompanying documents were submitted to the ODHE on October 24, 2017 in anticipation of subsequent Board of Trustees approval.

Vice President for Finance & Administration/CFO
Akron, OH 44325-4715
330-972-7120 · 330-972-6293 Fax



FY2017 Efficiency Reporting Guidance

In the early part of 2015, Gov. John R. Kasich created the Ohio Task Force on Affordability and Efficiency in Higher Education to make recommendations to Ohio's colleges and universities based on three simultaneous principles 1) to be more efficient both in expense management and revenue generation 2) while offering an education of equal or higher quality and 3) decreasing costs to students and their families. The Task Force met several times during the course of 2015. In October, the Task Force issued a report with ten recommendations to advise colleges and universities on efficiency and academic practices to improve both the quality of education and lower costs for students. For additional information on each category and recommendation, please review the [Action Steps to Reduce College Costs report](#), issued by the Ohio Task Force on Affordability and Efficiency.

Section 3333.95 of the Ohio Revised Code requires the Chancellor of Higher Education to maintain an Efficiency Advisory Committee, composed of members from each of Ohio's public colleges and universities. The purpose of this committee is to generate efficiency reports for campuses, identify shared services opportunities, streamline administrative operations, and share best practices in efficiencies among colleges and universities. The law additionally requires an annual report to be completed by the Department of Higher Education. The college and university data captured from this report for fiscal year 2017 will allow ODHE to produce the 2017 Efficiency Advisory Committee Report by December 31, 2017, as required by law.

The template is structured into four sections:

- **Section 1: Efficiencies** – The first section captures practices likely to yield significant savings that can then be passed on to students. This includes Procurement, Administrative/Operational, and Energy.
- **Section 2: Academic Practices** – This section covers areas such as textbooks, time to degree incentives, and academic course and program reviews. While improvements to academic processes and policies may not convey immediate cost savings, there will likely be tangible benefits that improve the quality of education for students.
- **Section 3: Policy Reforms** – This section captures additional policy reforms recommended by the Task Force.
- **Section 4: Cost Savings, Redeployment of Savings & Tangible Benefits to Students** – The last section asks colleges and universities to provide, if applicable, cost savings in actual dollars saved for each of the recommendations. Furthermore, colleges and universities must advise if the savings have been redeployed as a cost savings to students or if they offered a benefit to the quality of education for students.

For any questions, please contact Sara Molski at 614-728-8335. Please submit your survey by email to smolski@highered.ohio.gov by **October 13, 2017**.



Section I: Efficiency Practices

Procurement

Recommendation 3A | Campus contracts: Each college/university must require that its employees use existing contracts for purchasing goods and services, starting with the areas with the largest opportunities for savings. Please complete the section that aligns with the implementation status of your college/university.

Has the college/university implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.

Yes.

The University of Akron (UA) requires that:

- Office supplies be purchased through GBEX, LLC (along with its wholesale distributor OfficeMax); through a punch-out eProcurement System, ESM;
- Promotional items be purchased through the new Managed Promotional Sourcing Program via the program's two contracted suppliers, Consolidus LLC of Akron and Global Promotions & Incentives (GPI) of ASW Global Company; and
- Copier/printer services be provided through the Cost per Copy Services Program, currently contracted through ComDoc.

UA continues to expand the use of contracts through our eProcurement tool, ESM Solutions (currently there are 21 vendors available). The punch-out tool is utilized for office supplies, computer supplies, scientific and laboratory equipment/supplies, medical supplies, MRO, and furniture. The eProcurement tool utilizes contracts from E&I (Educational and Institutional) Consortium, State of Ohio, and IUC-PG. The program not only reduces costs by providing contract pricing, it saves time for the end user as Requisitions/PO's do not have to be entered and issued. All purchases through ESM utilizes a Pcard for payment, which is issued by J.P.Morgan Chase, whose agreement is through IUC-PG consortium. **Refer to "Recommendation 4C" below for further details on the Pcard rebate.**

A promotional products online store has been in use and will continue to expand with the additional IUC-PG contracts awarded summer 2017.

Through a US Communities contract, UA is utilizing Amazon.com.

Also, see responses within “Recommendation 3B” below. In an effort to increase both affordability and efficiency, UA has implemented a program to better leverage its resources, which requires that:

- Computer and software purchases are reviewed by Information Technology Services for configuration, needs, compatibility, and capacity;
- Furniture purchases are reviewed by the Department of Purchasing in consultation with Capital Planning and Facilities Management for assurance of standards compliance and need; and
- Off-campus printing purchases are reviewed by Institutional Marketing for assurance of standards compliance and to assess whether internal resources can complete the project.

If the college/university has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the college/university has not implemented this recommendation and does not plan to do so, please provide the rationale.

If this recommendation was fully implemented in FY16 and no substantial changes occurred in FY17, please indicate below.

The FY17 report reflects some updates to the response provided in FY16.

Recommendation 3B | Collaborative contracts: Ohio’s colleges and universities must pursue new and/or strengthened joint purchasing agreements in the following categories:

- Copier/printer services
- Computer hardware
- Travel services
- Outbound shipping
- Scientific supplies and equipment
- Office supplies and equipment

Were there any updates/changes in FY17? If yes, please complete the below chart.

The FY17 report reflects some updates to the response provided in FY16.

Contract Type	Is the college/university participating in joint contracts? [yes, no, plan to]	Include additional explanation here if needed. If the college/university chooses not to participate, please explain why.
Copier/printer services	Yes / Plan to	UA initially implemented such a program July 1, 2009. UA conducted an RFP in January 2016, reviewed seven proposals received, conducted interviews, and made an award to ComDoc in July 2016. UA's contract award was adopted by the IUC-PG for use by the IUC. Once UA's contract expires with ComDoc on June 30, 2021, UA intends to adopt the IUC-PG agreement, which is currently through ComDoc as well.
Computer hardware	Yes	UA participates in the State of Ohio term schedule, E&I, and IUC-PG contracts.
Travel services	Plan to	<p>UA will investigate the most cost effective savings opportunity for travel services by evaluating the following potential paths: 1) collaborate through the IUC-PG; 2) partner with other universities in our region; 3) utilize consortium agreements, such as E&I; and 4) conduct a competitive bidding process.</p> <p>Additionally, during FY17, UA's Travel Policy Task Force and UA leadership began the process of updating UA's travel policy to encourage the most efficient and economical means of travel for accomplishing the purpose of approved travel while realizing savings. Included in the scope of the proposed policy is "large group travel" as well as many other topics (e.g. pre-authorization, lodging, per diem, etc.). It is likely that a new travel policy will be implemented during FY18.</p>
Outbound shipping	Yes	UA, along with other IUC-PG members, utilize State of Ohio state term schedule and E&I.
Scientific supplies & equipment	Yes	UA has been utilizing the IUC competitively bid agreement(s) for several years. IUC-PG and E&I contracts are currently being used. Ohio State University is leading efforts on an RFP, issued 2017. The prime vendor will likely be awarded during calendar year 2017.
Office supplies & equipment	Yes	IUC-PG contract through OfficeMax/GBEX, established December of 2015.

Assets and Operations

Recommendation 4 | Assets and Operations

4A Asset review: Each college/university must conduct an assessment of its noncore assets to determine their market value if sold, leased or otherwise repurposed. Where opportunities exist, colleges and universities must consider coordinating these efforts with other colleges and universities to reap larger benefits of scale. Please complete the section that aligns with the implementation status of your college/university.

Has the college/university implemented this recommendation? If yes, please provide an overview of the process used for the college/university's asset review and the key outcomes below or on additional pages:

Yes, ongoing.

On an ongoing basis, UA conducts cost benefit analyses to determine if efficiency or cost reductions could be achieved through the sale or lease of noncore and other UA assets, or by other means. If the analysis indicates there could be a benefit to UA, a recommendation is developed for review and consideration.

- In the spring 2017, the Center for Child Development (CCD) was closed, largely due to financial reasons. Over the past five years, full costs to operate the CCD averaged ~\$820,000 annually (including compensation and benefits for certain employees that remain at UA), and the CCD carried an average deficit of ~\$275,000. Due to the closing, this will result in an estimated annual costs savings for compensation, benefits, annual operating, and other costs of ~\$650,000. UA explored and recently executed an agreement to lease the building to the State Highway Patrol (SHP) thus creating an additional safety presence around campus. The plan is for the SHP to become a tenant by February 2018, and UA will receive annual lease payments and utilities of ~\$55,000 and ~\$20,000, respectively;
- In the summer 2017, UA abated and razed the Trecaso Building (former location for a portion of UA Police Department). In addition to addressing blighted property on campus by creating a green space, after implementation costs, this will result in an estimated annual operating and other costs savings of ~\$17,000;
- In the fall 2017, UA will execute the sale of the UA owned President's residence. UA will realize ~\$900,000 net, as well as annual operating and other costs savings of ~\$20,000. The net proceeds will be endowed and will fund scholarships;
- In the fall 2017 and winter 2018, UA will abate and raze the Grant Street Residence Hall Hi-rise and Townhouses. In addition to addressing blighted property in a high student density living area, after implementation costs, this will result in an estimated annual operating and other costs savings of ~\$55,000;
- UA previously identified parking as potentially relevant to monetization; and

Circa 2012, UA conducted a feasibility study for the monetization of its parking facilities. UA engaged in a Request for Information (RFI) with two firms who were finalists in the Ohio State University (OSU) process for monetization of parking. UA provided the two firms a document of "Parking Facts" that contained a data profile, relevant financial information, and a listing of "issues to consider," and UA expressed its willingness to consider alternate parking models. **Refer to "4A - Parking Facts Attachment" for further details.**

At that time, the firms indicated that UA's parking facilities could not provide a sustainable monetization model sufficiently attractive to third parties. The reasons provided were heavy reliance on high cost parking structures as opposed to surface lots, significant outstanding debt on parking inventory, and lack of parking space turn-over.

Based on the information referenced above, UA determined it was not in its best interest to engage in a long-term monetization agreement and did not pursue an RFP at that time. Nonetheless, UA will once again investigate the feasibility of monetization as soon as debt level and other conditions make it more feasible.

UA determined that it would allow certain parking lot leases to expire as of May 31, 2017 as adequate alternative parking exists. These lots included First United Methodist (annual savings \$7,500); Annunciation Greek Orthodox Church (annual savings \$7,500); The Chapel parking lots A and B (annual savings \$5,500); and Broadway Parking Deck (annual savings \$30,000) for a total annual savings of ~\$51,000.

- In the fall of 2013, UA vacated the Paul E. Martin Center (Martin Center). Although an RFQ was issued to repurpose the Martin Center, UA did not enter into an agreement.

Over

If this recommendation was fully implemented in FY16 and no substantial changes occurred in FY17, please indicate below.

The FY17 report reflects some updates to the response provided in FY16.

4B Operations review: Each college/university must conduct an assessment of non-academic operations that might be run more efficiently by a regional cooperative, private operator or other entity. These opportunities must then be evaluated to determine whether collaboration across colleges and universities would increase efficiencies, improve service or otherwise add value. Please complete the section that aligns with the implementation status of your college/university.

Has the college/university implemented this recommendation? If so, please provide an overview of the process used for the college/university's operations review and the key outcomes below or on additional pages:

Yes.

On an ongoing basis, UA conducts cost benefit analyses to determine if efficiency or cost reductions could be achieved through engaging a third party to perform various services. If indications are there could be a benefit to UA, then an RFP is written and issued to determine if actual proposals support the analysis findings. If the proposals support the findings, then a recommendation is developed for review and consideration.

- UA transitioned its Lakewood regional campus during August 2017 from the Bailey Building, Suite 108, to Lakewood High School. The Bailey Building annual rent and other costs were ~\$187,000 and annual cleaning services were ~\$13,000 whereas, total charges for the Lakewood High School are ~\$50,000 resulting in an annual savings of ~\$150,000. Additionally, the furniture and equipment at the Bailey Building was repurposed, upgrading various labs, technology, and offices throughout the UA campuses;
- In August 2014, UA contracted with Akron METRO RTA to provide free rides throughout Summit County on any regular line service for UA students, faculty, and staff. Approximately 20,000 such rides were taken each month, by over 1,000 unique riders. Some of those UA riders rely on public transportation almost exclusively;

In FY17, UA and Akron METRO RTA entered into a new contract that not only renewed this program, but also provided convenient access to students, faculty, and staff on a new downtown circulator shuttle service (“DASH”) that METRO began operating in August 2016.

This downtown circulator, starting from the METRO RTA hub to several locations, including UA, replaced a University-maintained shuttle route, and reduced the number of UA buses needed to operate UA’s other regular weekday routes from eight to four. UA’s remaining bus routes were evaluated, and the METRO RTA relationship permitted those routes to be nominally reduced without largely impacting efficiency.

Total savings from this integration include significantly reduced operating and capital expenditures, and totaled ~\$350,000 in the first year. The contract was renewed for FY18.

Average monthly ridership on the DASH route built throughout its initial year, peaking at the end of the spring semester with over 13,000 rides in April 2017.

An opportunity may exist to expand the contract with Akron METRO RTA, due to an alignment of interests. METRO has been considering starting a second downtown circulator in the future. At the same time, Downtown Akron Partnership has been awarded a \$1.5 million grant from the Knight Foundation to improve access along the east-west corridor linking UA to Akron Children’s Hospital, going through downtown Akron. UA has suggested that a second downtown circulator running along this corridor may work as a replacement for yet another University-maintained shuttle route, similar to the one that was replaced in FY17. If this were implemented, it may further reduce the number of UA buses needed to operate UA’s other regular weekday routes from four to two.

All University-maintained shuttle routes and buses are operated by ABM Parking Services, which was selected pursuant to an RFP process in FY14. An RFP for a shuttle operator will be issued by UA in FY18, and will preserve flexibility for UA to scale down this expenditure if further expansion of the METRO contract is possible.

- Food service operations continue to be outsourced to Aramark (transition began August 2015), including residential and retail stores and catering. **Refer to “4B - Aramark Attachment” for further details;**

- Internal custodial services continue to be centralized (implementation began August 2015) after being migrated from an internal decentralized approach. **Refer to “4B - Centralization of Maintenance Services Attachment” for further details;** and
- UA continues to process certain Lorain County Community College (LCCC) financial data on equipment and applications which are owned by or licensed to UA (began January 2010). Additionally, certain LCCC data is stored (e.g., student grades, addresses, SSNs, etc.) on UA equipment. This relationship will conclude as LCCC migrates its ERP to the cloud in the coming years.

Several data processing functions are performed and managed by UA employees. UA offers the following data center hosting and managed services: data center hosting services and managed services including server management, managed storage, and managed security.

UA has migrated its main web service (uakron.edu), time and attendance system, medical records billing system, learning management system, admissions/recruiting system, constituent/donor engagement system, and lecture capture system to cloud based services managed by the service provider. UA is in the midst of the implementation of a plan to enhance its primary data center located on campus in Akron, Ohio and to establish a disaster recovery center for UA either at the State of Ohio Computer Center (SOCC) or OARnet’s colocation facility at Wright State University. **Refer to “Recommendation 5E” below for further details.**

If the college/university has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the college/university has not implemented this recommendation and does not plan to do so, please provide the rationale.

If this recommendation was fully implemented in FY16 and no substantial changes occurred in FY17, please indicate below.

The FY17 report reflects some updates to the response provided in FY16.

4C Affinity partnerships and sponsorships: Colleges and universities must, on determining assets and operations that are to be retained, evaluate opportunities for affinity relationships and sponsorships that can support students, faculty and staff. Colleges and universities can use these types of partnerships to generate new resources by identifying “win-win” opportunities with private entities that are interested in connecting with students, faculty, staff, alumni or other members of their communities. Please complete the section that aligns with the implementation status of your college/university.

Has the college/university implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes. Please identify partnerships/sponsorships within the below chart.

Yes.

UA entered into a partnership with the LeBron James Family Foundation and on May 19, 2016, through the LeBron James Family Foundation Scholar Agreement. The mission is to positively affect the lives of children and young adults through education and co-curricular educational initiatives. Through the agreement, UA's College of Education has become the LeBron James Family Foundation College of Education. The term of the agreement ends academic year 2019/2020, with the option to renew. LeBron James is one of the most recognized athletes and brands in the world today. He is known for his excellence on the basketball court, work ethic, leadership, maturity, business savvy, and compassion for at-risk children. More people know Akron, Ohio, as a result of LeBron James ("Just a kid from Akron") than any other means.

The food service operation was outsourced to Aramark. **Refer to "Recommendation 4B" above.**

UA entered into an exclusive sponsorship agreement on July 1, 2012 with Coca-Cola Refreshments. The sponsorship agreement includes marketing (~\$20,000), scoreboard/equipment (~\$30,000), merchandising (\$10,000), beverage incidence building fund (\$4,000), and sponsorship (~\$400,000) totaling ~\$464,000 annually. The agreement includes cold beverage vending equipment and fountain equipment throughout all of campus. All equipment is provided, stocked, and maintained through the agreement. The agreement will terminate June 30, 2022.

UA entered into an agreement with the Ohio Rehabilitation Services Commission/Bureau of Services for the Visually Impaired Business Enterprise Program in 2009 to provide, maintain, and operate vending services for hot beverage and snack/food. The agreement term was through June 30, 2013 with automatic renewals. UA receives ~\$15,000 annually.

UA entered into a Multi-Media Rights agreement with IMG for sports marketing and promotions on July 1, 2010, that extends through June 30, 2019. As part of the agreement, for FY17, UA received: \$470,000 base guarantee royalties, signage stipend (~\$50,000), and radio (~\$84,000) totaling ~\$604,000. On July 1, 2017, UA signed an amendment to the IMG contract extending the term from July 1, 2010 through June 30, 2027. With the amendment, UA will receive a signing bonus of \$700,000 during FY18 to be used for the purchase and installation of a videoboard at the JAR basketball arena.

On June 1, 2014, UA entered into a new agreement with Barnes & Noble College Booksellers, LLC ("Barnes & Noble") for the exclusive rights to operate and provide services for UA bookstores in four locations on two campuses. The agreement concludes May 31, 2019; however, there are options to renew and extend. UA accepted a slightly lower commission on this agreement in an effort to reduce the cost of textbooks and education materials for the direct benefit of students. In addition to an upfront payment, UA earns annual sales commission (~\$811,000 for FY17).

UA entered into a 7-year agreement with PNC Bank, National Association ("PNC") that expires on December 31, 2018. In addition to an upfront royalty payment, each year UA earns a minimum commission (currently ~\$167,000). PNC operates an office in the Student Union and has located 7 ATMs for service throughout the main campus with one additional ATM at Wayne College.

UA has entered into a J.P.Morgan Chase Card Holder Agreement through the IUC-PG starting January 1, 2010 for the issuance and use of Pcards. The program provides a \$10,000 signing bonus and a rebate program based upon usage. The agreement extended through January 1, 2015 with the option to renew annually if mutually agreed upon. The rebate for FY17 was ~\$299,000.

UA entered an agreement with Guy Brown Express (GBEX) as part of the IUC-PG agreement through OfficeMax for office supplies. GBEX is a wholesale partner with OfficeMax, and an Ohio Minority Business Enterprise company. The agreement went into effect December 15, 2009. An annual scholarship fund of \$8,000 is provided based upon spend. The current agreement termination date is December 31, 2020.

If the college/university has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the college/university has not implemented this recommendation and does not plan to do so, please provide the rationale.

If this recommendation was fully implemented in FY16 and no substantial changes occurred in FY17, please indicate below.

The FY17 report reflects some updates to the response provided in FY16.

Please identify partnerships and sponsorships in effect for FY2017:

Partnerships/Sponsorships	Description
LeBron James Family Foundation	See above
Aramark	See above
Coca Cola	See above
Ohio Rehabilitation Services Commission/Bureau of Services for the Visually Impaired Business Enterprise Program	See above
IMG	See above
Barnes & Noble	See above
PNC	See above
JP Morgan Chase	See above
GBEX	See above

Administrative Practices

Recommendation 5 | Administrative cost reforms

5A Cost diagnostic: Each college/university must produce a diagnostic to identify its cost drivers, along with priority areas that offer the best opportunities for efficiencies. This diagnostic must identify, over at least a 10-year period:

- Key drivers of costs and revenue by administrative function and academic program;
- Distribution of employee costs — both among types of compensation and among units;
- Revenue sources connected to cost increases — whether students are paying for these through tuition and fees, or whether they are externally funded;
- Span of control for managers across the college/university — how many employees managers typically oversee, by the manager's function; and
- Priority steps that would reduce overhead while maintaining quality — which recommendations would have the most benefit?

Please complete the section that aligns with the implementation status of your college/university.

Has the college/university produced a cost diagnostic? If yes, please provide an overview of the process used and the key outcomes.

Yes.

Finance and Administration (F&A) performed two separate cost diagnostics. These diagnostics are to be used in strategic planning to identify cost drivers and to analyze areas for potential efficiencies. The two cost diagnostics are described below:

1A) During FY17, F&A compiled a 10-year look of primary revenues and primary and other expenditures for the General Fund. This included FY09 thru FY16 Actual, FY17 Projected, and FY18 budget (the period).

The primary revenues consisted of tuition and fees (net of scholarships and fee remissions) and SSI. Over the period:

- Net tuition and fees decreased ~10 percent (including an increase in scholarships and fee remissions of ~47 percent);
- SSI increased ~4 percent;
- Undergraduate, graduate, and law net tuition and fees decreased ~15 percent, increased ~22 percent, and increased ~30 percent, respectively; and
- Undergraduate, graduate, and law FTE (fall semester 2008 thru fall semester 2017 (projected) decreased ~11 percent, decreased ~20 percent, and decreased ~3 percent, respectively.

The primary and other expenditures consisted of compensation and benefits and support and transfers to Auxiliaries. Over the period:

- Total compensation and benefits increased ~4 percent;
- Compensation and benefits increased ~2 percent and increased ~10 percent, respectively;
- Full-time General Fund employee head counts for contract professionals, faculty, and staff increased ~8 percent, decreased ~7 percent, and decreased ~28 percent;
- Change in pay increases was ~31 percent for American Association of University Professors and Law faculty, ~19 percent for Communications Workers of America, Fraternal Order of Police, and staff bargaining unit, and ~14 percent for contract professionals and unrepresented staff;
- From FY09 to FY17, the increase in median pay for contract professionals, administrative faculty, faculty, bargaining staff, and non-bargaining staff, was ~5 percent, ~31 percent, ~21 percent, ~23 percent, and ~22 percent, respectively; and
- Support and transfers to Auxiliaries increased ~47 percent.

This information was presented to the Board of Trustees during FY18.

1B) General Fund, Sales, and Auxiliary

During FY17, F&A also compiled a 10-year look of UA gross revenues, UA expenditures, and compensation and benefits by area (division, etc.) for the General Fund, Sales, and Auxiliary fund types. Self-Insurance fund type net activity was also included within benefits. This was for the FY08 through FY17 (the period). **Refer to the “5A - 10 Year Gross Revenues Attachment”,**

“5A – 10 Year Expenditures Attachment”, and “5A – 10 Year Compensation and Benefits by Area Attachment” for further details. Additionally, a summary of this analysis is as follows:

UA gross revenues consisted of tuition, general fees, other fees, non-resident surcharge, state appropriations, auxiliaries, and other revenues. The three largest categories of gross revenues were tuition, state appropriations, and auxiliaries. For those revenues, over the period:

- Tuition increased by ~\$13.5 million or ~8 percent, and is the largest gross revenue category and ranged ~44 percent to ~48 percent of gross revenues;
- State appropriations increased by ~\$14.5 million or ~15 percent, and is the second largest gross revenue category and ranged ~21 percent to ~27 percent of gross revenues; and
- Auxiliaries decreased by ~\$300,000 or ~1 percent, and is the third largest gross revenue category and ranged ~10 percent to ~13 percent of gross revenues.

The majority of UA’s gross revenues of tuition are largely dependent upon student enrollment and student credit hours and the rates charged (as are general fees and other fees).

- Undergraduate, graduate, and law enrollment (AY08 thru AY17) decreased ~11 percent, decreased ~17 percent, and decreased ~12 percent, respectively;
- Undergraduate, graduate, and law FTEs and SCHs (AY08 thru AY17) decreased ~6 percent, decreased ~5 percent, and decreased ~12 percent, respectively; and
- For the AY08 thru AY17, ~83 percent of the SCHs were attributable to The Buchtel College of Arts and Sciences (~53 percent), College of Health Professions (~12 percent), College of Applied Science and Technology (~9 percent), and College of Business Administration (~9 percent).

UA expenditures consisted of compensation; benefits; scholarships; supplies and services, travel and hospitality, and communications; debt service; utilities; student assistants; costs of goods sold; equipment and capital; library books and materials; and other operating. The five largest categories of expenditures were compensation; scholarships; supplies and services, travel and hospitality, and communications; benefits; and debt service. For those expenditures, over the period:

- Compensation increased by ~\$1.8 million or ~1 percent, and is the largest expenditure category and ranged ~39 percent to ~45 percent of expenditures;
- Scholarships increased by ~\$32.3 million or ~82 percent, and is the second largest expenditure category and ranged ~11 percent to ~18 percent of expenditures;
- Supplies and services, travel and hospitality, and communications decreased by ~\$8.2 million or ~15 percent, and is the third largest expenditure category and ranged ~12 percent to ~15 percent of expenditures;
- Benefits increased by ~\$2.3 million or ~5 percent, and is the fourth largest expenditure category and ranged ~12 percent to ~13 percent of expenditures;
- Debt service increased by ~\$10.9 million or ~55 percent and is the fifth largest expenditure category and ranged ~6 percent to ~9 percent of expenditures; and
- Combined, compensation and benefits ranged ~52 percent to ~57 percent of expenditures.

F&A further analyzed the largest expenditure category of compensation, including benefits. F&A compiled these expenditures into the following area (division, etc.) categories: Academic Affairs, Finance and Administration, Auxiliaries, Student Affairs, President, and Advancement. The area categories with the three largest portions of compensation and benefits were Academic Affairs, Finance and Administration, and Auxiliaries. For those expenditures and “areas” over the period:

- Academic Affairs increased by ~\$21.3 million or ~16 percent, and is the area with the largest percentage of compensation and benefits expenditures (~67 percent);
- Finance and Administration decreased by ~\$11.5 million or ~32 percent, and is the area with the second largest percentage of compensation and benefits expenditures (~16 percent);
- Auxiliaries decreased by ~\$5.1 million or ~26 percent, and is the area with the third largest percentage of compensation and benefits expenditures (~9 percent);
- For Academic Affairs, faculty account for the largest portion of compensation expenditures (~71 percent). Benefits as a percentage of total compensation and benefits ranged ~19 percent to ~24 percent;
- For Finance and Administration, staff account for the largest portion of compensation expenditures (~74 percent). Benefits as a percentage of total compensation and benefits ranged ~25 percent to ~35 percent (excluding 6 percent for FY17 which was due to netting of self-insurance activity against benefits); and
- For Auxiliaries, contract professionals account for the largest portion of compensation expenditures (~52 percent), followed by staff (~43 percent). Benefits as a percentage of total compensation and benefits ranged ~23 percent to ~30 percent.

The majority of UA’s compensation and benefits are largely dependent upon employee headcount and FTEs, raises, and the rates for pension, medical, dental, and insurance benefits.

Notable expenditures variances include:

- Compensation decreased ~\$16.3 million from FY15 to FY16 largely due to the abolishment of ~210 positions circa summer 2015;
- Benefits decreased ~\$3.4 million from FY15 to FY16 largely due to the net effect of the abolishment of ~210 positions circa summer 2015 and the netting of self-insurance fund activity against benefits;
- Benefits decreased ~\$11.4 million from FY15 to FY17 largely due to the abolishment of ~210 positions circa summer 2015, due to the decrease in larger claim healthcare expenditures in FY 17 versus FY 16, and due to other health-care costs savings indicated in **“Recommendation 5D” below**;
- Supplies and services, travel and hospitality, and communications decreased ~\$7.4 million from FY16 to FY17 largely due to a concerted effort to reduce spending on supplies and travel;
- Debt service decreased ~\$7.9 million from FY16 to FY17 due to debt refinancing, savings of which were front loaded in FY17;
- Costs of goods sold decreased ~\$5.7 million from FY15 to FY16 largely due to outsourcing of dining to Aramark; and
- Equipment and capital increased \$6.2 million from FY15 to FY16 and decreased by \$7.9 million from FY16 to FY17 largely due to “one-time” expenditures during FY16 of:

- Network infrastructure upgrade (~\$1.6 million);
- Equipment for labs related to start-up agreements (~\$1.1 million);
- PeopleSoft upgrade (~\$600,000);
- Law building renovations (~\$3.1 million); and
- Other misc. projects for labs, maker space, etc. (~\$1.1 million).

Additionally, UA contracted with Ernst & Young to analyze finances. As a result of that work and UA’s ongoing discussions, UA implemented a Transformational Plan (Plan) to stabilize, invest, and grow. As part of the Plan, UA investigated a potential voluntary buyout plan, but decided not to proceed with a campus-wide buyout program at that time. However, UA is still evaluating whether such a program ought to be pursued. UA implemented a “Transition After Retirement Program” (TARP) for long serving faculty who desired to transition into retirement. To date, ~11 faculty have taken advantage of TARP. UA also reviewed enhanced retention and recruitment initiatives resulting in an international focus and enhanced evenings/weekend/online offerings. UA has increased fundraising efforts, is in the process of remodeling the scholarship system, and has updated its graduate assistant funding program.

Please provide details on the result(s) of the assessment. What are the cost drivers, based on the categories above? Please discuss the college/university’s priority areas that offer the best opportunities for recommendation.

Refer to the above.

If the college/university has not produced a cost diagnostic, is there a plan to? If yes, what is the implementation plan? If the college/university has not completed a cost diagnostic and does not plan to do so, please provide the rationale.

If this recommendation was fully implemented in FY16 and no substantial changes occurred in FY17, please indicate below.

5B Productivity measure: While the measure should be consistent, each college/university should have latitude to develop its own standards for the proper level of productivity in its units. This will allow, for instance, for appropriate differences between productivity in high-volume environments vs. high-touch ones.

What steps has the institution taken to improve the productivity measure score? Or, what are the institution’s plans to improve your score? You may view your productivity measure score [here](#). For more information on the Productivity Measure, please visit [here](#).

UA Solutions is a liaison between UA and surrounding corporations in the northeast Ohio area. UA Solutions continues to offer LEAN training. To-date, approximately 25 UA employees have attended UA-sponsored week-long LEAN boot camp training sessions. These employees were represented from numerous functional areas:

- Athletics;

- Benefits Administration;
- Career Center;
- Central Stores;
- Health Services;
- Internal Audit;
- Instructional Services;
- Office of Research Administration (ORA);
- Parking Services;
- Physical Facilities;
- Printing Services;
- Purchasing Department;
- Training Center for Fire and Hazardous Materials; and
- UA Solutions.

All who attended the sessions were encouraged to utilize the training to find areas where LEAN principles may be incorporated in their respective functional areas to improve processes and increase efficiencies.

An example where the LEAN process was implemented was in the area of hiring part-time faculty which yielded the outcomes as follows:

	Pre-LEAN metrics	Post-LEAN metrics	
Process steps	107	24	78 percent reduction
Decision points	18	5	72 percent reduction
Approvals	6	2	67 percent reduction
Cycle time	42 days	5 days	88 percent reduction

Has the college/university implemented or considered utilizing Lean Six Sigma methodology as a tool to evaluate the college/university's processes?

Yes. See above.

5C Organizational structure: Each college/university should, as part or because of its cost diagnostic, review its organizational structure in line with best practices to identify opportunities to streamline and reduce costs. The college/university reviews should consider shared business services — among units or between college/university, when appropriate — for fiscal services, human resources and information technology. Please complete the section that aligns with the implementation status of your college/university.

Has the college/university reviewed its organizational structure? If yes, please provide an overview of the process used and the key outcomes.

Yes.

UA continually reviews its organizational structure to identify opportunities to streamline, reduce costs, and/or to benefit students.

An Academic Program Review is underway and is expected to be completed during FY18.

Some recent organizational structure changes include:

- 1) Abolishment of ~210 positions. **Refer to the “5C - Position Abolishment Attachment” for further details;**
- 2) Revamping the service delivery model of E. J. Thomas Performing Arts Hall. **Refer to the “5C - E. J. Thomas Attachment” for further details;**
- 3) Outsourcing food service operations to Aramark. **Refer to the “4B - Aramark Attachment” for further details;** and
- 4) Centralization and consolidation of maintenance and custodial functions, with some level of outsourcing, and Capital Planning and Facilities Management (Physical Facilities Operations Center) functions into Finance and Administration. **Refer to the “4B - Centralization of Maintenance Services Attachment” for further details.**

If the college/university has not reviewed the organizational structure, is there a plan to? If yes, what is the implementation plan? If the college/university has not completed a review and does not plan to do so, please provide the rationale.

If this recommendation was fully implemented in FY16 and no substantial changes occurred in FY17, please indicate below.

Although the recommendation was implemented in FY16, please note there were some changes to the FY16 response in this FY17 report.

5D Health-care costs: A statewide working group should identify opportunities to collaborate on health-care costs.

(Optional) Has the college/university identified any healthcare reforms that the working group should consider? Please describe.

Not beyond the ideas identified by the working group.

(Optional) Has the college/university achieved any expected annual cost savings through health-care efficiencies? Please explain how cost savings were estimated.

Yes.

UA has made several vendor changes and has restructured contracts in 2017 for medical, stop loss, and prescription drug in order to create savings or cost avoidance.

- Change in Stop Loss vendor decreased UA aggregate spend by ~\$450,000 for FY 17;
- Change in Third Party Administrator for medical is projected to spend \$300,000 less for FY 17 than otherwise would have with the incumbent vendor; and
- Restructuring of the prescription drug contract is projected to yield ~\$430,000 in pricing improvements for FY 17 that were not available under the 2016 contract type.

UA will be making several employee and retiree cost share changes for medical and prescription drug as well as dental for plan years 2017-2020.

- Change in medical and prescription drug plan design that increases employee and retiree dependent coinsurance and copays effective January 1, 2017;
- Increase in medical and prescription drug employee and retiree dependent contribution to premium by one percent per year each January 1st 2017-2020 (from 16 percent to 19 percent); and
- Implement employee dental premium contributions of 15 percent (from 0 percent).

UA's estimated cost avoidance attributed to medical and prescription drug plan design change is ~\$350,000 in FY 17, with an additional one percent in savings per year in 2018-2020 (FY 18, FY 19, and FY 20 savings projected at \$297,000, \$321,000, and \$346,000, respectively) due to increased employee premium contribution. Savings estimate is based on actuarial plan rates for 2017, calculated by Towers Watson consultants.

Total FY 17 savings projected at \$1,530,000 (\$450,000 + \$300,000 + \$430,000 + \$350,000).

5E Data centers: The College/university must develop a plan to move their primary or disaster recovery data centers to the State of Ohio Computer Center (SOCC). Please complete the section that aligns with the implementation status of your college/university.

Has the college/university implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.

No.

If the college/university has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the college/university has not implemented this recommendation, please provide the rationale.

UA is in the midst of the implementation of a plan to enhance its primary data center located on campus in Akron, Ohio and to establish a disaster recovery center for UA either at the SOCC or OARnet's colocation facility at Wright State University. Initial planning and evaluation is underway.

Key tasks associated with the plan to implement this include:

- Evaluation and selection of colocation facility (in progress);
- Procurement and setup of server equipment and replication software to be used for primary and disaster recovery purposes (completed);
- Initial testing of system and equipment (to be completed);
- Deployment and setup of equipment at external colocation facility (to be completed);
- Integrated testing of system and equipment (to be completed);
- Go live implementation of disaster recovery functions (to be completed); and
- Establishment of periodic testing of disaster recovery and business continuity capability through the established process (to be completed).

If this recommendation was fully implemented in FY16 and no substantial changes occurred in FY17, please indicate below.

This recommendation was not fully implemented in FY16. However, there are some updates to the FY16 response in this FY17 report.

5F Space utilization: Each college/university must study the utilization of its campus and employ a system that encourages optimization of physical spaces. Please complete the section that aligns with the implementation status of your college/university. Please complete the section that aligns with the implementation status of your college/university.

Has the college/university implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.

Yes.

The Department of Capital Planning provides raw data (building, room number, capacity, etc.) for the inventory of spaces available for use in the PeopleSoft facility file. The office of University Registrar collects the data of all classroom and class lab use for the HEI Classroom and Lab Utilization Report. Capital Planning relies on the Classroom and Lab Utilization Report in the recommendation of classroom and/or lab construction. Colleges and Departments review the proposed scheduling and provide input when needs change.

The Registrar's office uses 25Live software to place room reservations in the most efficient location utilizing specific requirements of the reservation. The office of University Scheduling relies on the 25Live software to allow users to search for an available space to place an event reservation. Resource 25 is used to bridge the data between PeopleSoft and 25Live.

Currently, UA is preparing an RFP to explore other more robust scheduling software that would assist in schedule creation, room assignment, event reservations, etc.

Please provide details on the results of the assessment below or on additional pages:

If the college/university has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the college/university has not implemented this recommendation and does not plan to do so, please provide the rationale.

If this recommendation was fully implemented in FY16 and no substantial changes occurred in FY17, please indicate below.

The FY17 report reflects some updates to the response provided in FY16.

Energy

Energy Efficiencies seek to refine sustainable methods utilized by college/university to procure and use energy (resulting in more efficient use of energy), including, but not limited to lighting systems, heating & cooling systems, electricity, natural gas, and utility monitoring.

Were there any updates/changes to college/university energy efficiency projects in FY17? If yes, please complete the below chart.

Yes, there were some changes to the response provided in the FY16 report.

Project	Collaborative Partnership(s)	Explanation
Performance Contract		<p>The State of Ohio recognizes Performance Contracting as a self-funding vehicle to pursue energy reductions and campus infrastructure enhancements throughout its facilities. Specifically speaking, Ohio House Bill 7 was enacted to help Ohio Higher Education campuses meet the June 30, 2014 deadline of 20 percent energy reductions mandated by Ohio House Bill 251.</p> <p>In seeking to fulfill its mandate, UA aggressively began its pursuit of 20 percent energy reduction in December of 2012, and in June of 2013, signed a \$60 million contract with Johnson Controls Inc. to address energy reduction, deferred maintenance, and capital improvement projects.</p> <p>This project has completed its third and final year of construction, and UA has seen an actual decline in electricity consumption of nearly 36 percent and a natural gas consumption decline of 42 percent since FY14. The decline is attributable to the Johnson Controls project as well as an overall reduction in the student and employee head count.</p> <p>The performance contract is expected to yield over \$3 million per year in utility savings and is backed by a fiscal guarantee for the 15 year term of the agreement by the vendor.</p>
McDowell Law Center Renovation		<p>Complete renovation of the School of Law Building includes:</p> <ul style="list-style-type: none"> • An overall reduction in area of ~16,000 square feet, a nearly 13 percent reduction in size; • New higher efficiency HVAC units and new building automation controls; • Replacement of single pane windows with new double pane UV glass; • Increase R value through added insulation in exterior walls and • All new LED light fixtures and occupancy sensors.

Regional Compacts

Ohio Revised Code Section 3345.59 requires regional compacts of Ohio's public colleges and universities, with an executed agreement in place by June 30, 2018 for colleges and universities to collaborate more fully on shared operations and programs. Per O.R.C. §3345.59 {E} colleges and universities shall report within their annual efficiency report the efficiencies gained as a result of the compact. This provision will be included in the *FY18* Efficiency Advisory Committee survey; therefore, institutions should prepare accordingly to meet this timeline.

Section II: Academic Practices

Recommendation 6 | Textbook Affordability

6A Negotiate cost: Professional negotiators must be assigned to help faculty obtain the best deals for students on textbooks and instructional materials, starting with high-volume, high-cost courses. Faculty must consider both cost and quality in the selection of course materials. Please complete the section that aligns with the implementation status of your college/university.

Has the college/university implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.

Yes.

The selection of an external vendor occurred in June 2014. At that time, negotiations of the terms of the contract included two percentage options for payment to UA: 1) the affordability of textbooks, or 2) the margin set for the pricing of textbooks and educational materials.

UA chose the second option, which established a lesser payment guarantee and ensured that the cost of textbooks would be lowered. For the 2014 fall semester, all textbook prices and educational materials in the bookstore were repriced, and all newly ordered materials from that point forward had a new price point.

Also, the expansion of rental titles by publishers has allowed students to have additional options. Barnes & Noble has continually encouraged publishers to offer more rental titles, and over the past two years the percentage of textbooks in the bookstore that have a rental option has increased from nearly 40 percent of all titles to over 60 percent.

If the college/university has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the college/university has not implemented this recommendation and does not plan to do so, please provide the rationale.

If this recommendation was fully implemented in FY16 and no substantial changes occurred in FY17, please indicate below.

No substantial changes occurred in FY17.

6B Standardize materials: Colleges and universities must encourage departments to choose common materials, including digital elements, for courses that serve a large enrollment of students. Please complete the section that aligns with the implementation status of your college/university.

Has the college/university implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.

Yes.

University Council, a representative and legislative body of UA comprised of all internal stakeholders at UA, has formed an Ad-hoc Textbook/Textbook Affordability Committee. This committee is charged with developing a plan to reduce the cost of textbooks for students at the institution over the next three years and report back to the institution (and by extension the State of Ohio) on that progress. A definitive plan is being formulated at this time and will include a review of courses with large enrollments for a baseline cost survey and will use the data to reduce the cost of textbooks in these important gateway and general education courses. The committee is reviewing a plan to move ahead with adoption of common materials for general education courses and other courses, such as Medical Terminology, which have many sections. The plan will also include greater emphasis on digital sources ranging from electronic copies available for rent to open source textbooks and materials. The committee's work will build on the efforts as reported in the response below (refer to "Recommendation 6C").

Currently, the Ad-hoc Textbook/Textbook Affordability Committee is developing a plan to move further ahead with the initiation, in consultation with the Provost.

If the college/university has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the college/university has not implemented this recommendation and does not plan to do so, please provide the rationale.

If this recommendation was fully implemented in FY16 and no substantial changes occurred in FY17, please indicate below.

The FY17 report reflects some updates to the response provided in FY16.

6C Develop digital capabilities: Colleges and universities must be part of a consortium to develop digital tools and materials, including open educational resources, that provide students with high-quality, low-cost materials. Please complete the section that aligns with the implementation status of your college/university.

Please explain your efforts to develop digital tools and materials.

Since September 2016, UA began using Boundless, which has organized free digital resources aligned to popular textbooks in 21 common subjects. Boundless was purchased by Lumen, a larger online/open source textbook firm that strives to remove or reduce the cost barrier for students and educators, with easy-to-access, affordable, and adaptable open course materials.

UA is now engaged with Open Textbook Network (OTN) through OhioLink. By joining OTN, UA has access to open textbook resources through a library search. UA, and all other members, have their own dedicated online space like a “lib guide” to educate, announce, and provide open textbook resources to students and faculty. Training is being provided around the State of Ohio in the coming year, and UA will be sending participants. Further, UA is in discussions with OTN to hold one of the spring 2018 training session on our campus. Finally, UA sent an individual to Summer Institute to assist faculty with choosing online resource textbooks and other digital materials, building on the work already performed to provide more affordable course content to our students. We are working closely with instructional design, Institute of Teaching and Learning, and the Provost’s office to achieve the goal of greater textbook affordability.

Metrics to evaluate progress are under evaluation.

If the college/university has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the college/university has not implemented this recommendation and does not plan to do so, please provide the rationale.

If this recommendation was fully implemented in FY16 and no substantial changes occurred in FY17, please indicate below.

The FY17 report reflects some updates to the response provided in FY16.

Ohio Revised Code Section 3333.951(C) requires Ohio’s public colleges and universities to report their efforts towards reducing textbook costs for students. Please discuss all practices implemented that ensure students have access to textbooks at an affordable price. Also, please identify efficiencies captured from your practices.

Refer to our responses within “Recommendations 6A, 6B, and 6C” above.

Ohio Revised Code Section 3333.951(D) requires Ohio’s public colleges and universities to conduct a study to determine the current cost of textbooks for students enrolled in the institution and submit the study to the Chancellor by a date prescribed by the Chancellor. Please note that the study will be due on the same submission timeline as the *FY18* Efficiency Advisory Committee survey; therefore, institutions should prepare accordingly to meet this timeline.

Recommendation 7 | Time to Degree

7A Education campaign: Each college/university must develop a coordinated campaign to educate its full-time undergraduates about the course loads needed to graduate on time (two years for most associate degrees and four years for most bachelor’s degrees). Please complete the section that aligns with the implementation status of your college/university.

Has the college/university implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.

As discussed in the FY16 report, Finish in Time (FIT) is an on-time completion campaign. FIT encourages enrollment in up to 18 student credit hours (SCH) per semester at the same cost of tuition at 12 SCH per semester. The table below documents the percentage of full-time enrolled students taking 15 or more SCH over the last five fall semesters (2013 thru 2017):

Fall Semester	Undergraduate Enrolled	Undergraduate Full-Time	Percentage Taking 15+
2013	22,639	16,754	45.2
2014	21,608	16,326	53.9
2015	21,158	16,021	56.8
2016	19,465	14,595	56.4
2017	18,802	14,261	54.4

If the college/university has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the college/university has not implemented this recommendation and does not plan to do so, please provide the rationale.

If this recommendation was fully implemented in FY16 and no substantial changes occurred in FY17, please indicate below.

No substantial changes for FY17.

7B Graduation incentive: Colleges and universities should consider establishing financial incentives to encourage full-time students to take at least 15 credits per semester. Please complete the section that aligns with the implementation status of your college/university.

Has the college/university implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.

Yes.

In addition to the FIT campaign (**Refer to “Recommendation 7A” above**), UA has established the Akron Guaranteed Scholarship (AGS) to encourage students to graduate within four years with less debt.

The AGS:

- 1) Guarantees annual scholarship renewal for up to eight semesters so long as the student is engaged in full-time undergraduate study (12 credits or more) each semester and is in good academic standing (cumulative 2.0 GPA or better at the end of each spring semester); and
- 2) Includes automatic scholarship upgrades upon completion of:
 - a. 30 credits, the student will receive an additional \$1,500;
 - b. 60 credits, the student will receive an additional \$1,000; and
 - c. 90 credits, the student will receive an additional \$1,000.

Further information regarding the AGS can be found at: www.uakron.edu/guarantee.

If the college/university has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the college/university has not implemented this recommendation and does not plan to do so, please provide the rationale.

If this recommendation was fully implemented in FY16 and no substantial changes occurred in FY17, please indicate below.

7C Standardize credits for degree: Colleges and universities should streamline graduation requirements so that most bachelor’s degree programs can be completed within 126 credit hours or less and associate degree programs can be completed within 65 credit hours or less. Exceptions are allowed for accreditation requirements. Please complete the section that aligns with the implementation status of your college/university.

Has the college/university implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.

Yes.

Required # of Credits	# of Degree Majors/Tracks	Percentage	
Bachelor Degrees			
127-152	113	49.13	50.87%
121-126	14	6.09	
120	103	44.78	
Associate Degrees			
66-72	8	15.09	84.91%
61-65	19	35.85	
60	26	49.06	

For FY17, the total number of Bachelor Degrees that require only 126 SCHs or less is ~51 percent, up by ~19 percent as compared to FY16 (~32 percent). For FY17, the total number of Associate Degrees that require only 65 SCHs or less is ~85 percent, up by ~19 percent from FY16 (~66 percent).

If the college/university has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the college/university has not implemented this recommendation and does not plan to do so, please provide the rationale.

If this recommendation was fully implemented in FY16 and no substantial changes occurred in FY17, please indicate below.

7D Data-driven advising: Colleges and universities should enhance academic advising services so that students benefit from both high-impact, personalized consultations and data systems that proactively identify risk factors that hinder student success. Please complete the section that aligns with the implementation status of your college/university.

Has the college/university implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.

Yes.

UA has assessed its practice of utilizing data driven advising through further evaluation of existing practices. Those practices have moved our institution to identify the student support software of GradesFirst as the platform used by all professional advisors on campus. The dashboard is utilized daily by advising staff in their individual work with students. Those pertinent pieces of data drawn from People Soft leading toward intentional interactions are represented within this system. These features of the software create the ability to utilize data at the micro level by academic advisor per student.

The software also allows for intentionality and the use of data at the macro level. This system is utilized campus-wide each semester to produce progress reports from faculty for students whom are not in good standing academically. Those results are used by each academic advisor in planning next semester schedules, recommended resources, and possible recommendations toward a change of major better representing that individual student's ability to be successful.

UA, through the assistance of consultants Ernst & Young, has developed a retention dashboard. This dashboard is beginning to be utilized by academic advising administrators to develop initiatives leading toward best practices in support of retention and student success. Data is analyzed and available by cohort year identifying retention data based upon multiple criteria. This data will be utilized by the degree-granting colleges and the new exploratory advising center.

Data has moved the institution to develop a new academic advising model, based upon a College focused system. Data showed students associated directly with academic colleges were more likely to be successful. The new framework places a majority of students admitted into UA to service and support coming from the college of his/her academic major, even if that student does not have the credentials for full admittance into the program of his/her choice. The model is being developed predicated upon the data supporting student success increases with intentional points-of contact within the degree-granting college by faculty, administrators, and staff. The initiative will create an advising model where the college advises the student from intake to graduation.

If the college/university has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the college/university has not implemented this recommendation and does not plan to do so, please provide the rationale.

If this recommendation was fully implemented in FY16 and no substantial changes occurred in FY17, please indicate below.

7E Summer programs: Colleges and universities must develop plans to evaluate utilization rates for summer session and consider opportunities to increase productive activity. In particular, colleges and universities should consider adding summer-session options for

high-demand classes and bottleneck courses that are required for degree completion. Please complete the section that aligns with the implementation status of your college/university.

Please provide details on the results of the assessment. In particular, please address whether the campus added summer session options for high-demand and bottleneck classes.

Each academic college dean is responsible for scheduling efficiencies across intercession, summer, fall and spring terms with oversight from the Provost's office. Colleges utilize various methods to determine high-demand courses, small course loads, and frequency of course offerings. These approaches take into account classroom/lab utilization and instructional/staffing costs as well as the need for prerequisite and core course offerings in the summer to enable timely degree completion. In addition, high-demand elective and/or bottleneck classes are offered in the summer as well. The classes offered (beyond the required ones) are those that allow students to either stay on track or get back on track toward degree completion (i.e. trailer classes for students who did not perform well during the academic year to make up lost ground in the summer).

The College of Engineering has required summer classes for some of their degree programs in order to allow access to experiential learning opportunities. Additionally, summer "trailer" courses are offered in some programs during the sophomore year (e.g. Circuits 2) to keep students on track to take fall course offerings in that discipline.

College of Business Administration (CBA) offers summer courses in each of the Core Discipline courses – courses that are required for all business majors to take. The Accounting program also offers upper-level courses in the summer to allow students to intern during the spring's tax season. The CBA Advising Office lists the fall/spring only courses on each student's Graduation Planning Summary (course sequencing) to help students plan their courses accordingly.

The School of Law has been increasing both the number of summer session courses offered, and the variety of formats in which summer courses are offered. This increase has been in response to both student demand for opportunities to accelerate degree completion (with either required or elective courses) and as a matter of accommodating year-round part-time students, particularly in high-demand required or recommended courses.

The College of Polymer Science and Polymer Engineering (CPSPE) launched a new Master's degree program in Polymer Science and Polymer Engineering in fall 2017. Part of the curriculum are two lab courses. As the enrollment for each section of these two courses is capped at ~20 students, due to lab space, it is planned to offer them year round as enrollment increases to maximize the ability of students to complete their degrees, timewise, in the most efficient manner possible. In addition, summer scheduling of required courses will be implemented as the program grows to maximize the efficiency for time to degree completion for full- and part-time students.

The College of Applied Science and Technology (CAST) continually evaluates its summer course offerings to help students complete their degrees on time. For example, departments run summer sessions of high-demand courses and a bottleneck that often have full enrollment in the summer and fall semesters.

Wayne College and the additional locations for UA located in Medina, Millersburg, and Lakewood offer many courses to assist students who both need those courses to graduate within two or four years depending on their program or wish to graduate early. These classes include major program courses as well as courses within the general education category. Beginning in 2016, Wayne College and its additional locations began expanding these course offerings as students have identified a premium associated with graduating early. Additionally, Wayne College in its capacity as a regional campus, offers courses that are attractive to transient students who might be a resident of Wayne, Holmes, Medina, or Cuyahoga counties but attend college at another institution during the traditional academic year. The great majority of these students are attending another Ohio-located institution. Wayne College operates just two buildings in Orrville and one building in Millersburg, Medina, and Lakewood.

Social Work (UA Lakewood, and Wayne College), has multiple groups of students enrolled throughout the year utilizing a cohort model. The undergraduate programs at both Wayne College and UA Lakewood require 12 credits over the summer as does the graduate cohort at UA Lakewood, which requires 15 credits over the summer. The main campus continues to offer a full array of summer courses for both undergraduate and graduate students.

In the past year, Social Work was approved by the State of Ohio to offer the five required courses to train graduate-level behavioral health students in advanced Addictions Treatment. Upon completion of the course work (which is all offered online), students are eligible for the Licensed Independent Chemical Dependency Counselor credential in the State of Ohio. UA is the only university in Ohio that offers these courses exclusively online.

Social Work continues to recruit internship sites that allow students to complete their social work field placements in the evenings and on the weekends. This summer, seven additional sites were added who offer this flexible schedule for our students who are employed full-time.

The School of Counseling offers a range of core high-demand required courses throughout master's degree curricula during summer sessions.

Medical Assisting is continuing its progress of entering curriculum proposals for creating online versions of many of our courses.

Nursing offers an accelerated nursing program which begins in the summer (27 students), a cohort for RN to BSN students begins in June, and other courses for the BSN are offered to facilitate early completion.

In the summers of 2016 and 2017, The Buchtel College of Arts and Sciences (BCAS) began offering on-line courses in some bottleneck mathematics and statistics courses. BCAS also began offering on-line courses in a variety of high demand natural science, humanities, and social science courses.

BCAS also streamlined offerings in many departments to maximize enrollment in the offered sections. Summer online offerings (especially the upper level in Sociology courses) have aided many BCAS students to complete their college upper level credit

requirements. These ST courses require only Introduction to Sociology and are offered on appealing and accessible topics. Additionally, advisers report that online summer offerings are very appealing to many students who wish to “get ahead” with a summer class.

The LeBron James Family Foundation College of Education (LBJFF COE) provides creative and distinctive opportunities for teachers to persist to degree. A new Master’s degree education course was developed for this purpose entitled, “Engineering for Educators.” The course covers conceptual engineering concepts centered on the engineering design process. Practicing teachers learn the process of discovering pain points, or societal problems, and demonstrating hands-on projects that can be replicated in the classroom. Those adult students use what they learn to run a weeklong entrepreneurial camp for area middle or high school students, called “From Think Tank to Shark Tank.” By the end of the week, children create business plans, commercials, and presentations for business ideas. The Engineering for Educators students then create instructional units for use in their own classrooms.

The LeBron James Family Foundation College of Education (LJFF COE) offers a number of classes during the summer to enable students to better complete their required course work in our degree granting programs.

If the college/university has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the college/university has not implemented this recommendation and does not plan to do so, please provide the rationale.

If this recommendation was fully implemented in FY16 and no substantial changes occurred in FY17, please indicate below.

The FY17 report reflects some updates to the response provided in FY16.

7F Pathway agreements: Colleges and universities should continue to develop agreements that create seamless pathways for students who begin their educations at community or technical colleges and complete them at universities. Please complete the section that aligns with the implementation status of your college/university.

Has the college/university implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.

Yes.

The College of Engineering (COE) has articulation agreements with Stark State College in the areas of Electrical Engineering, Mechanical Engineering, and Civil Engineering, with Computer Engineering being reviewed. The COE also has an agreement with Malone University on an articulation agreement that allows students to earn degrees at both Malone University and UA. Finally, the COE is exploring articulation degrees with other 2-year schools in the region, notably Lakeland Community College and Cuyahoga Community College.

The College of Business Administration (CBA) currently has an articulation agreement with Belmont College (formerly Belmont Technical College) for the Accounting, Management, and general Business degrees. The CBA is currently working with Stark State to create a formal 2+2 or 3+1 program. The goal is to work with one community college at a time to create an agreement. Additionally, the CBA provides Transfer Guides to each of the area's community colleges which provides CBA courses that are equivalent to business courses at the community colleges.

UA is fully participating in the Ohio Transfer Pathways Business Panel. This is a group of four year Ohio public universities and two year Ohio public community colleges working to develop direct pathways between all public Ohio colleges and universities for students who intend to obtain a four year degree in business.

BCAS Updated: The Chair of our Psychology Department is meeting with the Northeast Regional Section of the Social and Behavioral Sciences Cluster Faculty Panel to develop curriculum maps that lay out the coursework to take during the first two years at the Community College and then the coursework for the next two years at the 4-year institution. The goal is to have maps for each major within clusters that would expedite the progress from an Associate's degree (60 credits) to completion of a Bachelor's degree (60 credits). We have completed worked on Psychology, Sociology, and Economics and have the approved templates which the relevant chairs at the various institutions have seen. We are currently working with Political Science and Anthropology.

Chemistry and Biology will lead the Natural Sciences 2+2 initiative that begins fall 2017. Arts and Humanities panels have not yet been convened.

The Department of Sociology is working with the Applied Sociology Program at Stark State College to facilitate student transfer and completion of the B.A. in Sociology in four years for students who complete their first two-years at Stark State. Progress toward this goal was made in a meeting just this past month that included the two Deans and faculty from each unit.

A new interdisciplinary Bachelor's Degree in criminal justice is replacing what was previously three degrees (Sociology, Political Science, and Criminal Justice Studies) loosely coordinated degree programs. The new degree, which will be fully operational in the spring of 2018, will streamline academic and experiential work in this area of inquiry and also ensure that students can transfer easily from the Associate's to the Bachelor's Degree level. Our next steps include a plan to meet with our colleagues at Stark State and others community colleges to develop smooth articulation agreements

The College of Applied Science and Technology houses 25 Associate degree programs. All of those degree options have a pathway into one or more of the Bachelor programs that are offered at the college. Currently, the College of Applied Science and Technology has over 50 articulation agreements between area community colleges and CAST Bachelor degree programs in the areas of Computer Information Systems, Emergency Management, Engineering & Science, and Organizational Supervision. The College is in the process of developing new and updating existing agreements in similar areas. It is the goal of the College to continue to expand the number of articulation agreements in the upcoming fiscal year. CAST currently has over 100 articulation agreements with other Ohio Technical Centers, Ohio colleges, universities and business/industry partners. Articulation agreements are currently in place with Cuyahoga Community College, Eastern Gateway Community College, Lorain Community College, Stark State College, Ashtabula Career Center, Auburn Career Center, Cuyahoga Valley Career Center, Medina County Career Center, Portage Lakes Career Center, Wayne County Career Center, and

apprenticeship programs with the Akron Fire Department, Cleveland Clinic/Akron General Medical Center, LuK, National Tooling and Machining Association, SFS Intec, and Summa/St. Thomas Hospital.

Wayne College is actively working with UA main campus colleges and departments in various areas including business, nursing, education, psychology, and communications to build programs whereby students can earn a degree in four years.

The College of Health Professions has agreements with Stark State College of Technology, Lorain County Community College, and Lakeland Community College.

The LeBron James Family Foundation College of Education (LJFF COE) provides for collaboration between Stark State and UA in order to enhance and further the education opportunities available to eligible students. The goal of this pathway is to create a sequential and developmental learning progression of academic courses from the associate level to the baccalaureate level in order to meet the career needs and opportunities in the field of Early Childhood Education. It has been customary that credits-earned by students at one regionally accredited institution of higher education transfer to another similarly college or university. This pathway is intended to identify the courses that both transfer and apply to licensure programs. The Bachelor of Science degree offered at UA and included in this pathway are the Bachelor of Science in Early Childhood Education and the Bachelor of Science in Early Childhood Education Intervention Specialists that reflects the sequence of coursework approved by the Ohio Department of Education for teacher licensure in Ohio.

Please provide details. In particular, how many articulation agreements does the college/university have with other Ohio colleges and universities (either 2+2 or 3+1)? Please provide a list.

See response above.

If the college/university has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the college/university has not implemented this recommendation and does not plan to do so, please provide the rationale.

If this recommendation was fully implemented in FY16 and no substantial changes occurred in FY17, please indicate below.

The FY17 report reflects some updates to the response provided in FY16.

7G Competency-based education: Colleges and universities should consider developing or expanding programs that measure student success based on demonstrated competencies instead of through the amount of time students spend studying a subject. Please complete the section that aligns with the implementation status of your college/university.

Has the college/university implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.

No

If applicable, please provide additional details. In particular, how many students does the college/university estimate the competency-based education programs will serve?

If the college/university has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the college/university has not implemented this recommendation and does not plan to do so, please provide the rationale.

The School of Social Work has a competency based program in the approval process.

If this recommendation was fully implemented in FY16 and no substantial changes occurred in FY17, please indicate below.

Recommendation 8 | Course and Program Evaluation

8 Duplicative Programs: Colleges and universities should review and address low-enrolled courses and programs and consolidate programs duplicated at other colleges and universities in your geographic area. Please indicate the section that aligns with the implementation status of your college/university. There is no need to provide your report.

Has the college/university implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.

Yes. See below.

If the college/university has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the college/university has not implemented this recommendation and does not plan to do so, please provide the rationale.

If this recommendation was fully implemented in FY16 and no substantial changes occurred in FY17, please indicate below.

No substantial changes have occurred in FY17. Minor modifications include Kent State University no longer partnering in the Masters of Public Health Consortium, and University of Toledo and Bowling Green State University no longer participating in the Master of Arts in Speech Language Pathology. The partnering with Youngstown State University in the Coordinated PhD program in Engineering has not been active for quite some time. We have removed it from the 2017 list. In addition, an update of the evolving pre-med program is provided at the bottom.

Course and Program Sharing: What courses/programs are currently being shared with other colleges and universities?		
Course/Program	Partnering College/University	Explanation
Joint Ph.D. in Psychology - Adult Development and Aging	Cleveland State University	The psychology departments at UA and Cleveland State University offer a joint doctoral program in the Psychology of Adult Development and Aging. Students admitted to the program are required to take approximately equal amounts of coursework at each institution. The coursework covers the areas of research methods/design, foundation courses in adult biobehavioral functioning, adult psychosocial functioning, and advanced research seminars.
Joint Doctor of Audiology	Kent State University	NOAC merges the strong assets of two university programs that focus on the scientific and clinical bases of audiology with the Cleveland Clinic Section of Audiology to provide students with exposure to the breadth and depth of diagnostic and rehabilitative audiology. We are dedicated to providing world class education in audiology.
Collaborative distance learning Master of Arts in Speech-Language Pathology	Kent State University, Ohio State University, University of Cincinnati	Students are matriculated through two 'home' universities – UA and University of Cincinnati. During the eight-semester, part-time program, courses are delivered online through several additional American Speech-Language-Hearing Association (ASHA)-accredited Ohio universities. Students complete the required clinical practicum requirements in their local

		communities to be eligible for ASHA certification, and Ohio Board of Speech-Language Pathology & Audiology and Ohio Department of Education licensure.
Joint Ph.D. in Nursing	Kent State University	The program is offered as a joint program between UA School of Nursing and Kent State University College of Nursing, thus giving students the synergies of resources from two major universities of Northeastern Ohio. Degrees and diplomas are issued from a student's choice of one of the two universities.
Joint Ph.D. in Sociology	Kent State University	The degree is earned at the university of admittance; once admitted to the program, students, faculty, and courses are treated as a single graduate department. Coursework is offered at both campuses, and faculty and students interchange freely.
Consortial Master of Fine Arts in Creative Writing	Cleveland State University, Kent State University, Youngstown State University	Students in the Northeast Ohio Master of Fine Arts (NEOMFA) have the opportunity to take classes at four different campuses with four different sets of faculty that all offer their own unique perspectives. Taking workshops on all campuses with different writers will expand students' possibilities for feedback and for learning a variety of processes and aesthetics, not to mention the chance to meet and connect with other highly motivated and talented students from different gateway campuses.
Consortial Master of Public Health	Cleveland State University, Northeast Ohio Medical University (NEOMED), Ohio University, Youngstown State University	Provides distance learning for the six core courses (interactive videoconferencing and web-enhanced learning), Saturday classes for the six

		core courses to accommodate working students, and elective courses at any partner university

Note: The Buchtel College of Arts and Sciences (BCAS): UA is working with NEOMED to create a new pathway to medical school replacing the fast track 2+4 BSMD program with a 2+2+4 program (BACC/MD). To optimize opportunities, a Pre-Health Curriculum Committee has been assembled that will work to not only develop the pre-medical pathway, but will evaluate opportunities for pre-pharmacy and pre-dentistry. Initially, the plan for an expedited pre-med pathway was to focus on interprofessional care with partnering universities focusing on other topics. These universities are no longer in the partnership, and the UA committee will determine if interprofessional care is the focus to take. Regardless, the program will focus on primary care.

Recommendation 9 | Co-located Campuses

Ohio Revised Code Section 3333.951 requires Ohio's co-located colleges/universities to annually review best practices and shared services in order to improve academic and other services and reduce costs for students. Co-located campuses are then required to report their findings to the Efficiency Advisory Committee.

Co-located Campus: ____ Not applicable to UA ____

Type of Shared Service or Best Practice (IE: Administrative, Academic, etc.)	Please explain in detail your findings related to this shared service or best practice.

Please explain your approach and process to sharing services with your co-located campus.

Please identify and discuss best practices that have been identified by the co-located campuses.

Please provide your estimated cost savings from shared services between the co-located campuses.

Section III: Policy Reforms

Recommendation 10 | Policy Reforms

10A Financial advising: Ohio's colleges and universities should make financial literacy a standard part of students' education. Please complete the section that aligns with the implementation status of your college/university.

Has the college/university implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.

Yes.

Through collaboration with Cash Course and the National Endowment for Financial Education, UA provides a variety of financial literacy topics to new freshmen and continuing students through its Akron Experience course. The Office of Student Financial Aid conducts workshops and assigns financial literacy modules to students during this mandatory course so that they may gain a better understanding of important financial topics such as budgeting, building and maintaining credit, managing expenditures, borrowing student loans conservatively, seeking financial aid opportunities, etc. Student test scores are reviewed at the completion of the course and any necessary follow-up with faculty is conducted. UA was recognized by Cash Course as one of the top schools with the most student users for the 2016-17 academic year.

In addition, the Office of Student Financial Aid provides personal counseling to students and families, providing them with planning documents and financial literacy topics. This counseling helps students understand their cost of attending college and presents them with the options for meeting those costs. UA also provides financial literacy assistance through programs administered by ZipAssist which was established to help current students navigate UA services and overcome barriers to student success. ZipAssist staff help with financial aid applications, financial literacy workshops, emergency funding for students, and by guiding students to external sources for financial and personal assistance.

If the college/university has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the college/university has not implemented this recommendation and does not plan to do so, please provide the rationale.

If this recommendation was fully implemented in FY16 and no substantial changes occurred in FY17, please indicate below.

10B Obstacles: The state Department of Higher Education and/or state legislature should seek to remove any obstacles in policy, rule or statute that inhibit the efficiencies envisioned in these recommendations.

What legislative obstacles or policy roadblocks, if any, inhibit efficiencies and affordability practices at the college/university?

The number of reporting mandates seems to have steadily increased in volume. UA seemingly invests a great deal of time and resources gathering data and preparing mandated reports.

Construction Reform

With the Construction Reform legislation in 2012, please describe the outcomes, efficiencies gained, and benefits to students from implementing this reform.

Additional Practices

Are there additional efficiency practices your college/university implemented in FY17 to ensure students have access to an affordable and quality education? Please identify.

During FY17, UA launched the “Making a Difference & Moving Forward” scholarship campaign. Donors can easily submit an online gift for this scholarship campaign. Through September 30, 2017, UA has received ~\$610,000 in gifts towards this campaign

Section IV: Cost Savings, Redeployment of Savings & Tangible Benefits to Students

The following charts allow each college/university to report this information. For the first chart, please provide, if applicable, any actual cost savings to the college or university and/or students for fiscal year 2017 (or expected annual cost savings) for each of the recommendations from the Task Force. (Please note this does NOT include cost avoidance.)

For the second chart, please provide more detail as to how cost savings were deployed, specifically in the following categories: reductions in cost of attendance, student financial aid, student services, investment in efficiency and affordability tools, and student program improvements. Please use the explanation field to provide further detail.

Please use the chart below to capture, if applicable, FY17 cost savings, or expected annual savings, to the college/university in actual dollars:

Recommendation	If applicable, provide the actual FY17 cost savings, or expected annual cost savings, to the institution and/or student. Please specify. <small>*Put NA if no savings</small>
<i>Efficiency Practices</i>	
3A: Campus Contracts	Refer to the Master Recommendation Spreadsheet
3B: Collaborative contracts	Refer to the Master Recommendation Spreadsheet
4A: Asset Review	Refer to the Master Recommendation Spreadsheet
4B: Operations Review	Refer to the Master Recommendation Spreadsheet
4C: Affinity partnerships and sponsorships	Refer to the Master Recommendation Spreadsheet
5A: Cost diagnostic	N/A
5B: Productivity measure	N/A
5C: Organizational Structure	Refer to the Master Recommendation Spreadsheet
5D: Health-care costs	Refer to the Master Recommendation Spreadsheet
5E: Data Centers	N/A
5F: Space utilization	N/A
Energy projects	Refer to the Master Recommendation Spreadsheet
<i>Academic Practices and Policies</i>	
6A – 6C and textbook efficiency practices	N/A
7A: Education Campaign	N/A
7B: Graduation Incentive	N/A
7C: Standardize credits for degrees	N/A
7D: Data-driven advising	N/A
7E: Summer programs	N/A
7F: Pathway agreements	N/A
7G: Competency-based education	N/A
8: Duplicative and low-enrollment courses and programs	N/A
9: Shared services at co-located campuses	N/A
Construction Reform	N/A
10A: Financial advising:	N/A
Additional efficiency practices	N/A
Total Expected Annual Cost Savings:	Refer to the Master Recommendation Spreadsheet

Please utilize the chart below to show how the total actual cost savings listed above were redeployed to either (1) reduce the cost of college for students or (2) to provide tangible benefits for the quality of students' education:

***In lieu of completing the chart below, refer to the explanation below.**

Category	Amount Invested	Explanation
Reductions to the total cost of attendance (tuition, fees, room and board, books and materials, or related costs — such as technology)	*	*
Student financial aid	*	*
Student success services, particularly with regard to completion and time to degree	*	*
Investments in tools related to affordability and efficiency	*	*
Improvements to high-demand/high-value student programs	*	*
<i>Add other categories as needed</i>	*	*

* The costs savings and revenue generation highlighted throughout this report, were largely pursued to balance the finances and to provide additional scholarship opportunities. In an effort to make College more affordable for our students, UA made the following investments:

- Fall 2017, introduced the new Akron Guarantee Scholarships (AGS) that provides full-time undergraduate students with scholarship increase over four years as they reach certain academic milestones. This innovative approach helps students reduce the need to borrow student loans by increasing their scholarships each year as they progress toward degree completion. The AGS provides ~\$3,500 more over four years than UA's traditional scholarship program;
- Fall 2016, increased the undergraduate scholarship award cap by \$1,500, and it has remained at the cap;
- Fall 2016, increased the average scholarship awards for the incoming freshman class by \$500 as compared to the previous fall and, nearly 1,800 students benefitted; and
- Fall 2015, increased the tuition plateau from 16 to 18 student credit hours and, nearly 10,700 students benefitted to date.

And UA is planning the following investments:

- Spring 2018, plan to implement the AGS for transfer students that also increases over time and results in overall higher awards than the previous transfer scholarship program;

- Spring 2018, plan to create the AGS for adult and returning students, two populations that previously were not awarded general academic scholarships upon admission to UA. Providing these groups with scholarships will improve their access to UA programs and result in less student loan debt for them as they persist toward their degree; and
- Plan to set an annual rate of \$15,500 for full-time tuition and fees for out-of-state students beginning in summer 2018.

Additionally, UA:

- Negotiated a vendor contract to reduce the cost of textbooks, is working toward adoption of common materials for general education courses and other courses, and offers certain digital textbooks. **Refer to Recommendations 6A, 6B, and 6C within this report for further information;**
- Developed accelerated programs to help students earn a baccalaureate degree in three years (~70 degree programs); and
- Lowered degree-completion criteria from 128 to 120 student credit hours for certain degrees. **Refer to Recommendation 7C within this report for further information.**

THE UNIVERSITY OF AKRON

RESOLUTION 12- -17

Acceptance of The University of Akron's Report to the
Ohio Task Force on Affordability and Efficiency in Higher Education

BE IT RESOLVED, That The University of Akron's 2017 Efficiency Report to the Ohio Department of Higher Education, in accordance with the guidelines of the Governor's Ohio Task Force on Affordability and Efficiency, be approved.

M. Celeste Cook, Secretary
Board of Trustees

December 6, 2017

FINANCE & ADMINISTRATION COMMITTEE

APPENDIX 6

**REPORT ON AFFORDABILITY AND
EFFICIENCY**

4A - Parking Facts Attachment

Space counts:

No. of spaces (total):	11,596
No. of spaces (deck):	6,950
No. of spaces (surface):	4,646

Parking deck details:

All decks are in good general condition unless otherwise noted: see the "Maintenance Expenditures" section for more info.

East Campus Parking Deck (Lot 1)

- 1,043 spaces
- Construction completed in 2001
- The Chapel pays 1/7th of the debt service and has right to use the deck on Sundays.

North Campus Parking Deck (Lot 26)

- 1,129 spaces
- Construction completed in 2003

Robertson Parking Deck (Lot 25)

- 54 spaces
- Construction completed in 1966

West Campus Parking Deck (Lot 49)

- 1,473 spaces
- Construction completed in 1961
- Concrete deterioration on Level 4; membrane needs to be repaired/replaced throughout the deck; overhead concrete spalling on Level 3 around perimeter and some expansion joints.

Exchange St. Parking Deck (Lot 39)

- 1,233 spaces
- Construction completed in 1980
- Repaired cross-bracing, post-tension tendons, along with miscellaneous plumbing, electrical, and membrane work in 2014.

South Campus Parking Deck (Lot 36)

- 1,337 spaces
- Construction completed in 2011

Schrank Parking Deck (Lot 37)

- 279 spaces
- Construction completed in 1969
- Repeated problems with leaking from the plaza above.
- Repair planned in FY18 to replace three expansion joints and 12 drains to address water leaking from upper level into rifle range/ROTC space.

E.J. Thomas Parking Deck (Lot 28)

- 273 spaces
- Construction completed in 1973

ASB Parking Deck (Lot 71)

- 129 spaces
- Construction completed in 1972
- This deck is in poor condition. The membrane and joint with the building were repaired in 2007, but poor drainage design has contributed to rapid deterioration. May require full-depth concrete removal and replacement and drainage improvements to adequately repair.

Maintenance Expenditures:

Decks:

“Time & materials” contract maintenance (annual avg.):	\$40,000
PFOC chargebacks (maintenance & snow removal):	\$286,000
Elevator maintenance (annually):	\$33,000

* These are numerous small repairs that extend the life of the facilities, including: crack chasing, sealing, and concrete spall repairs, etc.

Surface Lots:

“Time & materials” contract maintenance (annual avg.):	\$35,000
PFOC chargebacks (maintenance & snow removal):	\$310,000

Total annual expenditures for the coming fiscal year will be ~\$6.5 million. This represents total expenditures for a typical year.

Outstanding System indebtedness: \$52.0 million.

Estimated annual debt service: \$4.5 million

Number of employees/annual salary:

FT	7 (\$242,000)
PT	1 (\$24,000)

Total Compensation (estimate, incl. fringe benefits): \$386,000

System Revenue:

Student transportation fee (annually)*:	\$6,398,000
Student permit sales (annually):	\$148,000
Employee permit sales (annually):	\$624,000
Visitor permits, meter, and hourly lot revenue (annually):	\$225,000
Parking fine collections (annually):	\$88,000
Special event collections (annually):	\$209,000
Other revenues (annually):	\$160,000

TOTAL \$850,000 of this revenue is used to directly support the Roo Express shuttle, which is the entirety of its funding.*

4B - Aramark Attachment

The University had considered, for a number of years, whether to pursue an outsourced dining services model and, during April 2015, the University issued a Request for Proposal (RFP) seeking proposals from qualified dining contractors to design and maintain a dining service program to enhance the quality of life for students, faculty, and staff and contribute significantly to a total quality educational experience.

This charge required experienced, professional management that would offer quality, nutritious foods which would be carefully prepared, attractively presented, and served in comfortable surroundings, with satisfying food portions available at a reasonable client cost, well-trained and experienced personnel, convenient service schedules, positive public relations, and economically sound operating practices.

The University reviewed three responsive proposals as follows:

- Aramark Higher Education;
- Sodexo, Inc.; and
- Chartwells.

Upon evaluation, Aramark was selected based upon quantitative and qualitative review, including its reputation and perceived ability to:

- Refresh current dining operations with national brand concepts;
- Infuse capital dollars into the dining system for needed improvements;
- Provide support in the form of rent and other allowances; and
- Provide an unrestricted grant.

Effective August 2015 (for a period of 10 years), Aramark began transitioning as the University's provider for residential dining, retail dining, retail stores, and catering with concessions to follow.

By August 2016, the transition was nearly complete. In terms of substantial changes, Aramark brought national brands, facilitated capital improvements to both the residential dining hall and the Student Union's Union Market while also revamping the residential dining menu and options.

The added national brands and other capital renovations are:

- Chick-fil-A (2 locations: Polsky Building and Student Union);
- Panda Express (Student Union);
- Qdoba (Student Union);
- Steak 'n Shake (Exchange Street Residence Hall);
- Starbucks (Library) plus existing Student Union, Polsky, and Exchange Street Dorm locations remained and were refreshed; and
- P.O.D. Express (Polsky).

In May 2015, the University employed nearly 70 people to provide dining services on campus. Of the 70:

- 30 employees transitioned to Aramark;
- 16 employees remained in roles on campus;
- 12 employees sought employment elsewhere; and
- 12 positions were abolished by the University.

Effective Fall of 2017 a POD Express was brought online in Spicer Residence Hall.

Effective Fall of 2017, the University closed the Trackside Grille located within the former Quaker Square complex in order to encourage students to use the main dining hall which has many and broader dining options.

4B - Centralization of Maintenance Services Attachment

Historically, the University's custodial and maintenance operations had a semblance of centralization as Physical Facilities Operations Center (PFOC). The central custodian and maintenance group was predominately responsible for just general purpose campus buildings, academic facilities, auxiliary building infrastructure, and grounds; while, five of the University's largest units maintained separately operated and managed custodial and maintenance functions as follows:

Pre-merger metrics:

Unit	Number of Buildings	Square Footage (rounded)	Personnel Head Count
Physical Facilities	56	4,540,000	186
Residence Life	13	1,138,000	47
Student Union	1	226,000	7
Athletics	5	387,000	4
SRWC	1	163,000	11
Parking Services	8	2,423,000	6
Total	84	8,877,000	261

During August 2015, the University's Administration pursued and began implementing a fully-centralized custodial and maintenance function under the direction and management of the University's PFOC organization as follows:

Post-merger metrics:

Unit	Number of Buildings	Square Footage (rounded)	Personnel Head Count
PFOC	84	8,877,000	251

The centralization of functions principally accomplished the following:

- PFOC, which houses the subject knowledge expertise, services all campus locations;
- PFOC, through its well-developed administrative infrastructure, singularly procures the needed goods and contracted services;
- Management of the operating units (e.g., Residence Life and Housing, Student Union etc.) more fully focuses their efforts and energies toward their core business; and
- Employees are easily assigned and redeployed to areas of pressing needs since they now reside within a single operating unit.

5A - 10 YEAR GROSS REVENUES ATTACHMENT

The University of Akron
Gross Revenues
(rounded to the nearest \$10,000 or 1%)

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Change from FY 2008 to FY 2017	
											\$	%
Tuition	\$167,130,000	\$175,670,000	\$192,050,000	\$210,590,000	\$215,830,000	\$214,730,000	\$206,690,000	\$201,630,000	\$194,100,000	\$180,640,000	\$13,510,000	8%
General fees	13,780,000	14,470,000	15,880,000	17,390,000	17,800,000	17,630,000	16,830,000	16,520,000	16,010,000	14,760,000	980,000	7%
Other fees	19,920,000	21,110,000	23,090,000	24,720,000	24,900,000	24,950,000	25,040,000	25,570,000	25,380,000	24,500,000	4,580,000	23%
Non-resident surcharge	10,020,000	11,000,000	12,380,000	12,450,000	13,810,000	15,360,000	15,500,000	17,000,000	18,130,000	18,200,000	8,180,000	82%
State appropriations	94,090,000	102,370,000	107,820,000	108,770,000	94,160,000	94,660,000	95,930,000	98,900,000	106,320,000	108,570,000	14,480,000	15%
Auxiliaries	42,430,000	45,160,000	49,150,000	54,260,000	56,370,000	54,920,000	57,550,000	58,010,000	44,650,000	42,130,000	(300,000)	(1%)
Other revenues	24,650,000	22,790,000	23,020,000	24,310,000	23,900,000	23,020,000	23,020,000	20,880,000	17,430,000	20,040,000	(4,610,000)	(19%)
Total Gross Revenues	\$372,020,000	\$392,570,000	\$423,390,000	\$452,490,000	\$446,770,000	\$445,270,000	\$440,560,000	\$438,510,000	\$422,020,000	\$408,840,000	\$36,820,000	10%

Source: Office of Resource Analysis and Budget

Note 1: Includes General Fund, Sales, and Auxiliaries fund types. Self-Insurance fund type activity was netted and shown exclusively within benefits (refer to Expenditures information).

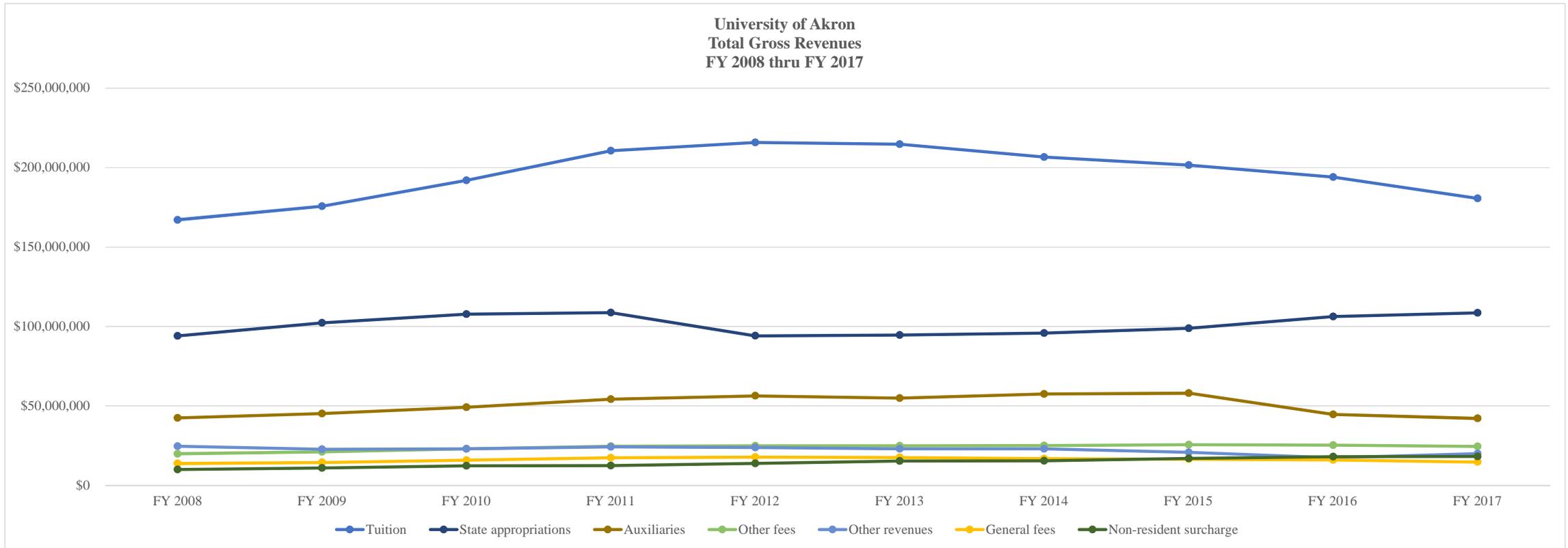
Note 2: Akron Advantage Blue and Gold was historically included as a contra-revenue. For this analysis, that activity was excluded from gross revenues and included within scholarships (refer to Expenditures information).

Note 3: Excludes transfers-in and unrealized gain/(loss).

Note 4: Other fees includes all other fees (i.e. facility fee, technology fee, course fees, etc.).

Note 5: Auxiliaries includes sales and services, miscellaneous, lease/rental, gifts, grants, and contracts, and investment and endowment income. Prior to FY 2015 telecommunications was also considered Auxiliaries; however, for this analysis, that activity was removed and considered chargeback for all years listed and included within supplies and services (refer to Expenditures information).

Note 6: Other revenues includes non-auxiliaries sales and services, gifts, grants, and contracts, investment and endowment income, lease/rental, and miscellaneous.



5A - 10 YEAR GROSS REVENUES ATTACHMENT

The University of Akron

Gross Revenues by Category as a % of the Total Gross Revenues

(rounded to the nearest 1%)

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Tuition	45%	45%	45%	47%	48%	48%	47%	46%	46%	44%
General fee	4%	4%	4%	4%	4%	4%	4%	4%	4%	4%
Other fees	5%	5%	5%	5%	6%	6%	6%	6%	6%	6%
Non-resident surcharge	3%	3%	3%	3%	3%	3%	4%	4%	4%	4%
State appropriations	25%	26%	25%	24%	21%	21%	22%	23%	25%	27%
Auxiliaries	11%	12%	12%	12%	13%	12%	13%	13%	11%	10%
Other revenues	7%	6%	5%	5%	5%	5%	5%	5%	4%	5%
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

5A - 10 YEAR GROSS REVENUES ATTACHMENT

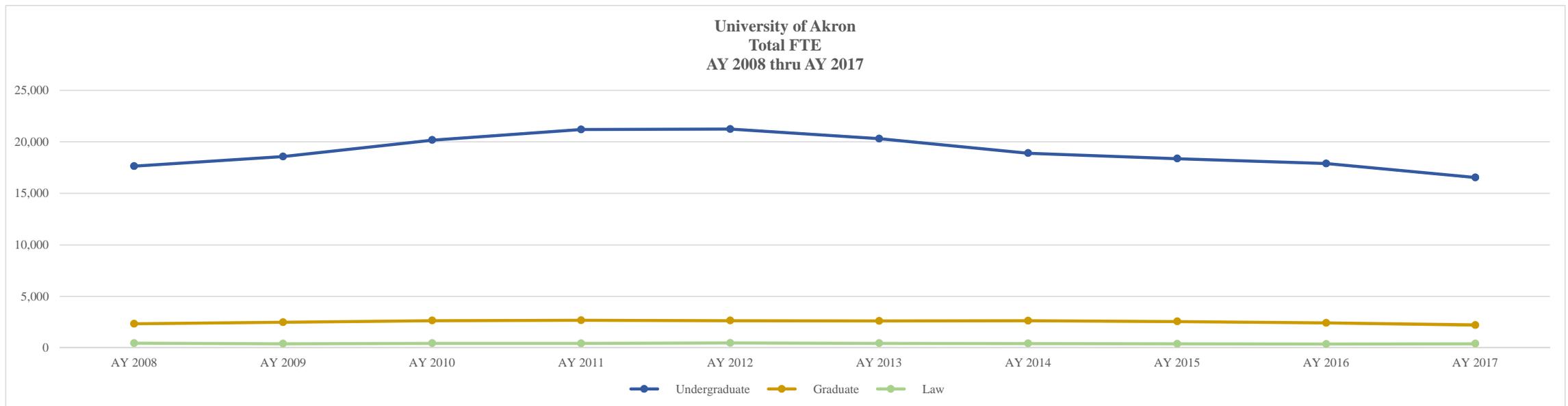
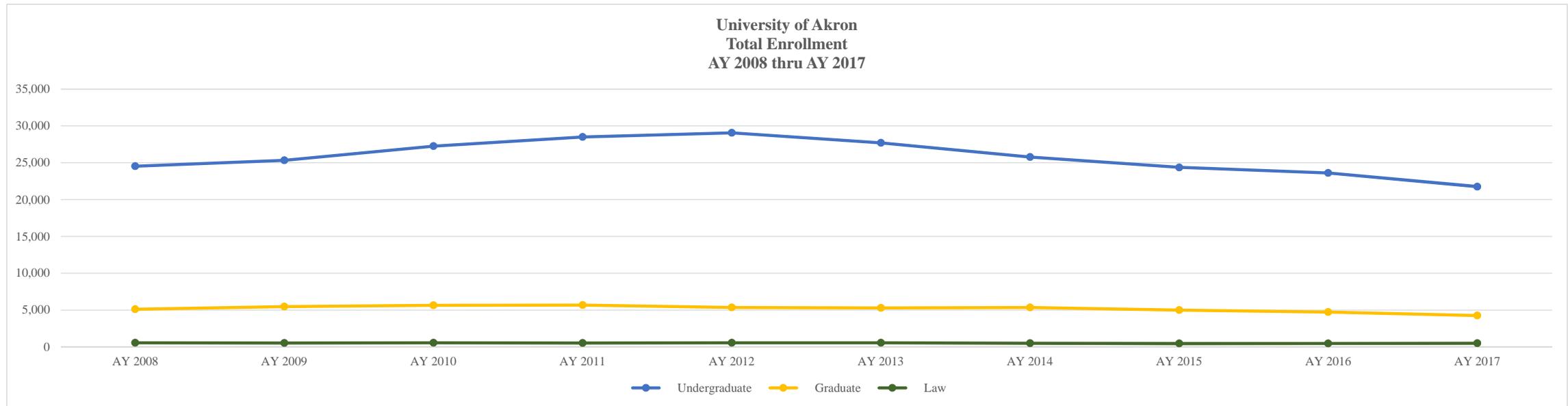
The University of Akron
 University Enrollment, Full Time Equivalent (FTE), and Student Credit Hours (SCH) by Category
 (rounded to the nearest 1 or 1%)

	AY 2008	AY 2009	AY 2010	AY 2011	AY 2012	AY 2013	AY 2014	AY 2015	AY 2016	AY 2017	Change from AY 2008 to AY 2017	
											#	%
Enrollment												
Undergraduate	24,531	25,323	27,254	28,488	29,059	27,704	25,763	24,369	23,623	21,763	(2,768)	(11%)
Graduate	5,131	5,475	5,662	5,675	5,355	5,306	5,350	5,002	4,744	4,265	(866)	(17%)
Law	558	518	554	538	557	555	509	456	463	492	(66)	(12%)
Total Enrollment	30,220	31,316	33,470	34,701	34,971	33,565	31,622	29,827	28,830	26,520	(3,700)	(12%)
FTE												
Undergraduate	17,651	18,578	20,176	21,207	21,246	20,319	18,905	18,377	17,907	16,546	(1,105)	(6%)
Graduate	2,355	2,493	2,654	2,686	2,656	2,620	2,649	2,570	2,438	2,228	(127)	(5%)
Law	467	415	454	447	478	458	433	396	384	412	(55)	(12%)
Total FTE	20,473	21,486	23,284	24,340	24,380	23,397	21,987	21,343	20,729	19,186	(1,287)	(6%)
SCH												
Undergraduate	529,536	557,338	605,265	636,199	637,392	609,572	567,164	551,318	537,202	496,377	(33,159)	(6%)
Graduate	70,644	74,797	79,609	80,590	79,684	78,614	79,480	77,099	73,155	66,851	(3,793)	(5%)
Law	14,015	12,445	13,618	13,412	14,351	13,735	12,979	11,892	11,525	12,353	(1,662)	(12%)
Total SCH	614,195	644,580	698,492	730,201	731,427	701,921	659,623	640,309	621,882	575,581	(38,614)	(6%)

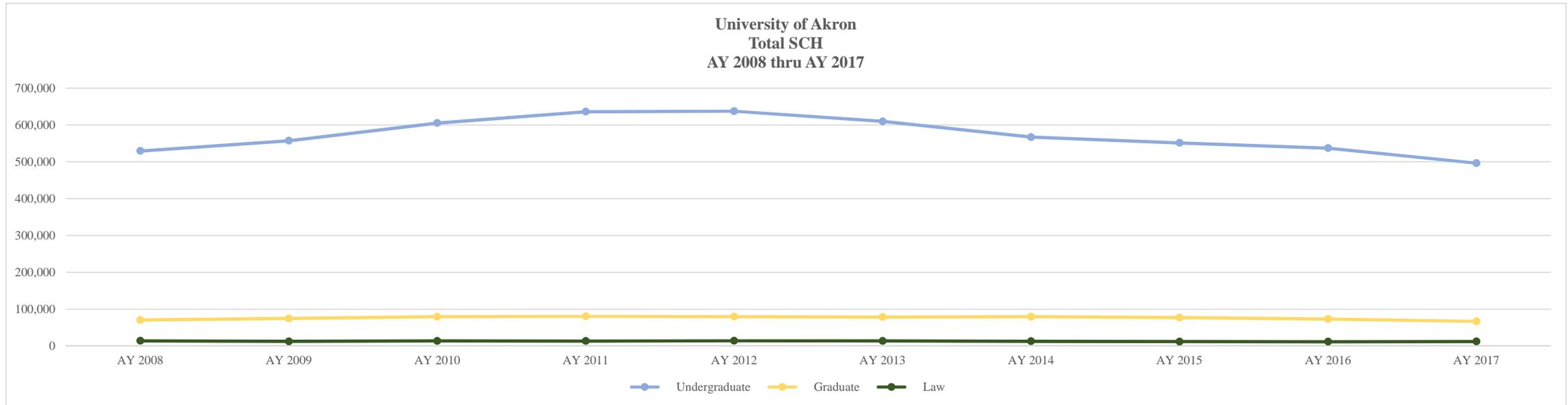
Source: Office of Institutional Research

Note 1: Represents academic year, unduplicated amounts.

Note 2: FTE is based upon 30 student credit hours.



5A - 10 YEAR GROSS REVENUES ATTACHMENT



5A - 10 YEAR GROSS REVENUES ATTACHMENT

The University of Akron
 Gross Revenues Rates by Category per Total SCH
 (rounded to the nearest \$1 or 1%)

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Change from FY 2008 to FY 2017	
											\$	%
Tuition	\$272	\$273	\$275	\$288	\$295	\$306	\$313	\$315	\$312	\$314	\$42	15%
General fee	22	22	23	24	24	25	26	26	26	26	3	14%
Other fees	32	33	33	34	34	36	38	40	41	43	10	31%
	<u>\$327</u>	<u>\$328</u>	<u>\$331</u>	<u>\$346</u>	<u>\$353</u>	<u>\$367</u>	<u>\$377</u>	<u>\$381</u>	<u>\$379</u>	<u>\$382</u>	<u>\$55</u>	<u>17%</u>

Note: Rates only calculated for gross revenues largely driven by student credit hours.

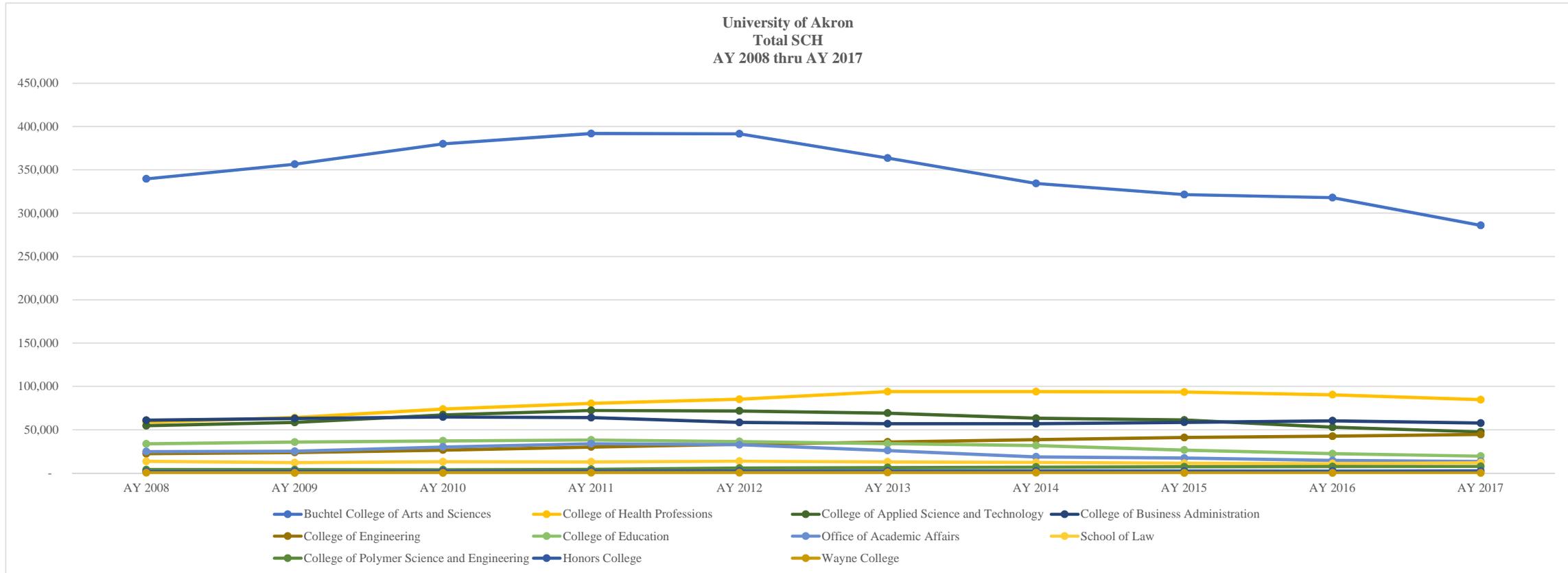
5A - 10 YEAR GROSS REVENUES ATTACHMENT

The University of Akron
 University Student Credit Hours (SCH) by College
 (rounded to the nearest 1 or 1%)

	AY 2008	AY 2009	AY 2010	AY 2011	AY 2012	AY 2013	AY 2014	AY 2015	AY 2016	AY 2017	Change from AY 2008 to AY 2017	
											#	%
Buchtel College of Arts and Sciences	339,601	356,487	379,932	391,936	391,655	363,587	334,359	321,531	318,055	285,975	(53,626)	(16%)
College of Health Professions	58,716	64,019	73,851	80,328	85,206	94,043	93,992	93,532	90,290	84,689	25,973	44%
College of Applied Science and Technology	54,657	58,388	67,085	72,164	71,647	69,114	63,189	61,233	52,860	47,608	(7,049)	(13%)
College of Business Administration	60,937	62,931	64,611	63,901	58,497	56,983	56,983	58,574	60,291	57,645	(3,292)	(5%)
College of Engineering	22,349	23,703	26,545	30,059	33,309	35,892	38,662	41,028	42,540	44,603	22,254	100%
College of Education	33,653	35,743	37,094	38,122	36,334	33,996	31,801	26,500	22,414	19,548	(14,105)	(42%)
Office of Academic Affairs	24,728	25,085	30,040	33,907	32,719	25,999	18,704	17,316	14,548	13,530	(11,198)	(45%)
School of Law	13,547	12,007	13,072	12,866	13,727	12,945	12,337	11,199	10,997	11,926	(1,621)	(12%)
College of Polymer Science and Engineering	3,915	4,008	3,914	4,364	5,718	6,327	6,828	7,153	7,506	7,575	3,660	93%
Honors College	1,774	2,092	2,128	2,176	2,336	2,408	2,474	2,200	2,346	2,454	680	38%
Wayne College	318	117	220	378	279	627	294	43	35	28	(290)	(91%)
Total SCH	614,195	644,580	698,492	730,201	731,427	701,921	659,623	640,309	621,882	575,581	(38,614)	(6%)

Source: Office of Institutional Research

5A - 10 YEAR GROSS REVENUES ATTACHMENT



5A - 10 YEAR GROSS REVENUES ATTACHMENT

The University of Akron
 University Student Credit Hours (SCH) % of Total by College
 (rounded to the nearest 0.1%)

	AY 2008	AY 2009	AY 2010	AY 2011	AY 2012	AY 2013	AY 2014	AY 2015	AY 2016	AY 2017
Buchtel College of Arts and Sciences	55.3%	55.3%	54.4%	53.7%	53.5%	51.8%	50.7%	50.2%	51.1%	49.7%
College of Health Professions	9.6%	9.9%	10.6%	11.0%	11.6%	13.4%	14.2%	14.6%	14.5%	14.7%
College of Applied Science and Technology	8.9%	9.1%	9.6%	9.9%	9.8%	9.8%	9.6%	9.6%	8.5%	8.3%
College of Business Administration	9.9%	9.8%	9.3%	8.8%	8.0%	8.1%	8.6%	9.1%	9.7%	10.0%
College of Engineering	3.6%	3.7%	3.8%	4.1%	4.6%	5.1%	5.9%	6.4%	6.8%	7.7%
College of Education	5.5%	5.5%	5.3%	5.2%	5.0%	4.8%	4.8%	4.1%	3.6%	3.4%
Office of Academic Affairs	4.0%	3.9%	4.3%	4.6%	4.5%	3.7%	2.8%	2.7%	2.3%	2.4%
School of Law	2.2%	1.9%	1.9%	1.8%	1.9%	1.8%	1.9%	1.7%	1.8%	2.1%
College of Polymer Science and Engineering	0.6%	0.6%	0.6%	0.6%	0.8%	0.9%	1.0%	1.1%	1.2%	1.3%
Honors College	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.4%	0.3%	0.4%	0.4%
Wayne College	0.1%	0.0%	0.0%	0.1%	0.0%	0.1%	0.0%	0.0%	0.0%	0.0%
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Note: Wayne College is shown as 0% for certain years due to rounding only.

5A - 10 YEAR GROSS REVENUES ATTACHMENT

The University of Akron
 Tuition by College based upon respective % of Total SCH
 (rounded to the nearest \$10,000 or 1%)

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Change from FY 2008 to FY 2017	
											\$	%
Buchtel College of Arts and Sciences	\$92,410,000	\$97,150,000	\$104,460,000	\$113,030,000	\$115,570,000	\$111,230,000	\$104,770,000	\$101,250,000	\$99,270,000	\$89,750,000	(\$2,660,000)	(3%)
College of Health Professions	15,980,000	17,450,000	20,310,000	23,170,000	25,140,000	28,770,000	29,450,000	29,450,000	28,180,000	26,580,000	10,600,000	66%
College of Applied Science and Technology	14,870,000	15,910,000	18,440,000	20,810,000	21,140,000	21,140,000	19,800,000	19,280,000	16,500,000	14,940,000	70,000	0%
College of Business Administration	16,580,000	17,150,000	17,760,000	18,430,000	17,260,000	17,430,000	17,860,000	18,440,000	18,820,000	18,090,000	1,510,000	9%
College of Engineering	6,080,000	6,460,000	7,300,000	8,670,000	9,830,000	10,980,000	12,110,000	12,920,000	13,280,000	14,000,000	7,920,000	130%
College of Education	9,160,000	9,740,000	10,200,000	10,990,000	10,720,000	10,400,000	9,960,000	8,340,000	7,000,000	6,130,000	(3,030,000)	(33%)
Office of Academic Affairs	6,730,000	6,840,000	8,260,000	9,780,000	9,650,000	7,950,000	5,860,000	5,450,000	4,540,000	4,250,000	(2,480,000)	(37%)
School of Law	3,690,000	3,270,000	3,590,000	3,710,000	4,050,000	3,960,000	3,870,000	3,530,000	3,430,000	3,740,000	50,000	1%
College of Polymer Science and Engineering	1,070,000	1,090,000	1,080,000	1,260,000	1,690,000	1,940,000	2,140,000	2,250,000	2,340,000	2,380,000	1,310,000	122%
Honors College	480,000	570,000	590,000	630,000	690,000	740,000	780,000	690,000	730,000	770,000	290,000	60%
Wayne College	90,000	30,000	60,000	110,000	80,000	190,000	90,000	10,000	10,000	10,000	(80,000)	(89%)
Total Tuition	\$167,140,000	\$175,660,000	\$192,050,000	\$210,590,000	\$215,820,000	\$214,730,000	\$206,690,000	\$201,610,000	\$194,100,000	\$180,640,000	\$13,500,000	8%

Note: Due to rounding, the total tuition above may not agree to the total tuition in the chart of Total University Revenues.

5A - 10 YEAR GROSS REVENUES ATTACHMENT

The University of Akron
 General Fee by College based upon respective % of Total SCH
 (rounded to the nearest \$10,000 or 1%)

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Change from FY 2008 to FY 2017	
											\$	%
Buchtel College of Arts and Sciences	\$7,620,000	\$8,000,000	\$8,640,000	\$9,330,000	\$9,530,000	\$9,130,000	\$8,530,000	\$8,300,000	\$8,190,000	\$7,330,000	(\$290,000)	(4%)
College of Health Professions	1,320,000	1,440,000	1,680,000	1,910,000	2,070,000	2,360,000	2,400,000	2,410,000	2,320,000	2,170,000	850,000	64%
College of Applied Science and Technology	1,230,000	1,310,000	1,530,000	1,720,000	1,740,000	1,740,000	1,610,000	1,580,000	1,360,000	1,220,000	(10,000)	(1%)
College of Business Administration	1,370,000	1,410,000	1,470,000	1,520,000	1,420,000	1,430,000	1,450,000	1,510,000	1,550,000	1,480,000	110,000	8%
College of Engineering	500,000	530,000	600,000	720,000	810,000	900,000	990,000	1,060,000	1,100,000	1,140,000	640,000	128%
College of Education	760,000	800,000	840,000	910,000	880,000	850,000	810,000	680,000	580,000	500,000	(260,000)	(34%)
Office of Academic Affairs	550,000	560,000	680,000	810,000	800,000	650,000	480,000	450,000	370,000	350,000	(200,000)	(36%)
School of Law	300,000	270,000	300,000	310,000	330,000	330,000	310,000	290,000	280,000	310,000	10,000	3%
College of Polymer Science and Engineering	90,000	90,000	90,000	100,000	140,000	160,000	170,000	180,000	190,000	190,000	100,000	111%
Honors College	40,000	50,000	50,000	50,000	60,000	60,000	60,000	60,000	60,000	60,000	20,000	50%
Wayne College	10,000	0	10,000	10,000	10,000	20,000	10,000	0	0	0	(10,000)	(100%)
Total University	\$13,790,000	\$14,460,000	\$15,890,000	\$17,390,000	\$17,790,000	\$17,630,000	\$16,820,000	\$16,520,000	\$16,000,000	\$14,750,000	\$960,000	7%

Note: Due to rounding, the total general fee above may not agree to the total general fee in the chart of Total University Revenues.

5A - 10 YEAR GROSS REVENUES ATTACHMENT

The University of Akron
 Other Fees by College based upon respective % of Total SCH
 (rounded to the nearest \$10,000 or 1%)

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Change from FY 2008 to FY 2017	
											\$	%
Buchtel College of Arts and Sciences	\$11,010,000	\$11,670,000	\$12,560,000	\$13,270,000	\$13,330,000	\$12,920,000	\$12,690,000	\$12,840,000	\$12,980,000	\$12,170,000	\$1,160,000	11%
College of Health Professions	1,900,000	2,100,000	2,440,000	2,720,000	2,900,000	3,340,000	3,570,000	3,740,000	3,680,000	3,600,000	1,700,000	89%
College of Applied Science and Technology	1,770,000	1,910,000	2,220,000	2,440,000	2,440,000	2,460,000	2,400,000	2,450,000	2,160,000	2,030,000	260,000	15%
College of Business Administration	1,980,000	2,060,000	2,140,000	2,160,000	1,990,000	2,030,000	2,160,000	2,340,000	2,460,000	2,450,000	470,000	24%
College of Engineering	720,000	780,000	880,000	1,020,000	1,130,000	1,280,000	1,470,000	1,640,000	1,740,000	1,900,000	1,180,000	164%
College of Education	1,090,000	1,170,000	1,230,000	1,290,000	1,240,000	1,210,000	1,210,000	1,060,000	910,000	830,000	(260,000)	(24%)
Office of Academic Affairs	800,000	820,000	990,000	1,150,000	1,110,000	920,000	710,000	690,000	590,000	580,000	(220,000)	(28%)
School of Law	440,000	390,000	430,000	440,000	470,000	460,000	470,000	450,000	450,000	510,000	70,000	16%
College of Polymer Science and Engineering	130,000	130,000	130,000	150,000	190,000	220,000	260,000	290,000	310,000	320,000	190,000	146%
Honors College	60,000	70,000	70,000	70,000	80,000	90,000	90,000	90,000	100,000	100,000	40,000	67%
Wayne College	10,000	0	10,000	10,000	10,000	20,000	10,000	0	0	0	(10,000)	(100%)
Total University	\$19,910,000	\$21,100,000	\$23,100,000	\$24,720,000	\$24,890,000	\$24,950,000	\$25,040,000	\$25,590,000	\$25,380,000	\$24,490,000	\$4,580,000	23%

Note: Due to rounding, the other fees income above may not agree to the other fees income in the chart of Total University Revenues.

5A - 10 YEAR EXPENDITURES ATTACHMENT

The University of Akron
Expenditures
(rounded to the nearest \$10,000 or 1%)

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Change from FY 2008 to FY 2017	
											\$	%
Compensation	\$162,500,000	\$172,130,000	\$176,330,000	\$180,510,000	\$190,610,000	\$192,890,000	\$185,820,000	\$183,430,000	\$167,130,000	\$164,340,000	\$1,840,000	1%
Benefits	45,540,000	51,270,000	51,710,000	51,220,000	56,340,000	55,600,000	54,660,000	59,200,000	55,770,000	47,820,000	2,280,000	5%
Total Compensation and Benefits	208,040,000	223,400,000	228,040,000	231,730,000	246,950,000	248,490,000	240,480,000	242,630,000	222,900,000	212,160,000	4,120,000	2%
Scholarships	39,200,000	44,450,000	50,140,000	55,930,000	59,360,000	63,810,000	65,380,000	68,870,000	69,910,000	71,450,000	32,250,000	82%
Supplies and Services, Travel and Hospitality, and Communications	55,610,000	58,840,000	54,490,000	56,650,000	60,350,000	58,890,000	53,880,000	53,350,000	54,740,000	47,390,000	(8,220,000)	(15%)
Debt Service	19,890,000	22,150,000	25,440,000	31,300,000	32,550,000	33,250,000	34,620,000	38,130,000	38,640,000	30,750,000	10,860,000	55%
Utilities	16,030,000	16,950,000	15,110,000	16,190,000	13,890,000	14,550,000	15,250,000	17,150,000	17,240,000	15,670,000	(360,000)	(2%)
Student Assistants	6,580,000	7,310,000	7,700,000	8,430,000	9,020,000	9,330,000	8,840,000	8,840,000	6,580,000	6,040,000	(540,000)	(8%)
Cost of Goods Sold	8,420,000	8,370,000	9,080,000	10,320,000	9,690,000	8,200,000	6,730,000	6,120,000	420,000	280,000	(8,140,000)	(97%)
Equipment and Capital	4,950,000	8,290,000	6,820,000	7,860,000	8,190,000	6,510,000	5,740,000	4,460,000	10,620,000	2,690,000	(2,260,000)	(46%)
Library Books and Materials	4,270,000	4,210,000	4,520,000	4,500,000	3,840,000	4,410,000	4,040,000	4,230,000	4,130,000	4,090,000	(180,000)	(4%)
Other Operating	1,220,000	1,730,000	1,800,000	2,530,000	3,450,000	2,210,000	2,150,000	1,600,000	1,350,000	930,000	(290,000)	(24%)
Total Non-Personnel	156,170,000	172,300,000	175,100,000	193,710,000	200,340,000	201,160,000	196,630,000	202,750,000	203,630,000	179,290,000	23,120,000	15%
Total Expenditures	\$364,210,000	\$395,700,000	\$403,140,000	\$425,440,000	\$447,290,000	\$449,650,000	\$437,110,000	\$445,380,000	\$426,530,000	\$391,450,000	\$27,240,000	7%

Source: Office of Resource Analysis and Budget

Note 1: Includes General Fund, Sales, Auxiliaries, and Self-Insurance fund types. Self-Insurance fund type activity was netted and shown within benefits.

Note 2: Excludes transfers-out.

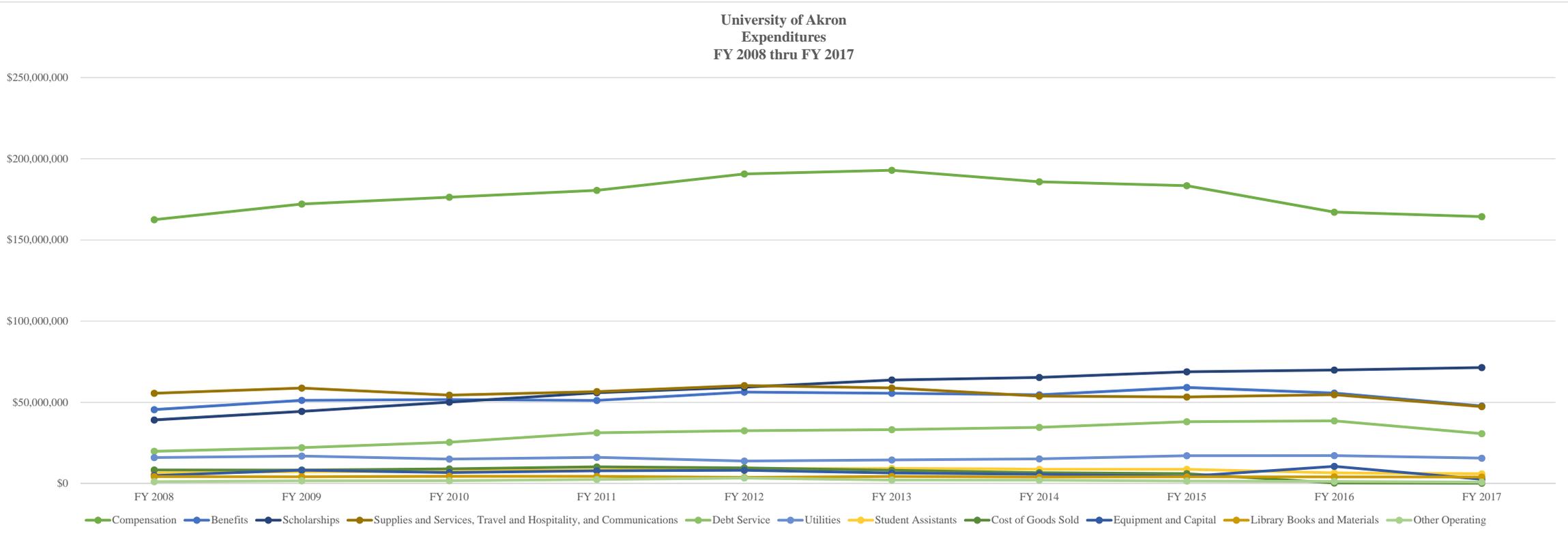
Note 3: Benefits includes employer contribution to the respective retirement system, University contribution toward employee group insurance, employee and dependent fee remission, and UA portion of employee transportation permits.

Note 4: Supplies and services are shown net of chargebacks. Prior to FY 2015 telecommunications was considered Auxiliaries revenues, but was considered chargebacks for FY 2016 and beyond. For this analysis, telecommunications was removed from Auxiliaries and shown as chargebacks for all years.

Note 5: Akron Advantage Blue and Gold was historically included as a contra-revenue. For this analysis, that activity was excluded from revenues and included within scholarships. Graduate assistant remission is also included within scholarships.

Note 6: Other operating includes plant fund expense, cost sharing, sub-contract payments research, and participant support.

5A - 10 YEAR EXPENDITURES ATTACHMENT



5A - 10 YEAR EXPENDITURES ATTACHMENT

The University of Akron
 Expenditures by Category as a % of the Total Expenditures
 (rounded to the nearest 0.1% or 1%)

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Compensation	44.6%	43.5%	43.7%	42.4%	42.6%	42.9%	42.5%	41.2%	39.2%	42.0%
Benefits	12.5%	13.0%	12.8%	12.0%	12.6%	12.4%	12.5%	13.3%	13.1%	12.2%
Scholarships	10.8%	11.2%	12.4%	13.1%	13.3%	14.2%	15.0%	15.5%	16.4%	18.3%
Supplies and Services, Travel and Hospitality, and Communications	15.3%	14.9%	13.5%	13.3%	13.5%	13.1%	12.3%	12.0%	12.8%	12.1%
Debt Service	5.5%	5.6%	6.3%	7.4%	7.3%	7.4%	7.9%	8.6%	9.1%	7.9%
Utilities	4.4%	4.3%	3.7%	3.8%	3.1%	3.2%	3.5%	3.9%	4.0%	4.0%
Student Assistants	1.8%	1.8%	1.9%	2.0%	2.0%	2.1%	2.0%	2.0%	1.5%	1.5%
Cost of Goods Sold	2.3%	2.1%	2.3%	2.4%	2.2%	1.8%	1.5%	1.4%	0.1%	0.1%
Equipment and Capital	1.4%	2.1%	1.7%	1.8%	1.8%	1.4%	1.3%	1.0%	2.5%	0.7%
Library Books and Materials	1.2%	1.1%	1.1%	1.1%	0.9%	1.0%	0.9%	0.9%	1.0%	1.0%
Other Operating	0.3%	0.4%	0.4%	0.6%	0.8%	0.5%	0.5%	0.4%	0.3%	0.2%
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Compensation and Benefits	57%	56%	57%	54%	55%	55%	55%	54%	52%	54%
Non-Personnel	43%	44%	43%	46%	45%	45%	45%	46%	48%	46%
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

5A - 10 YEAR COMPENSATION AND BENEFITS BY AREA ATTACHMENT

The University of Akron
 Compensation and Benefits
 By Area (Division, etc.)
 (rounded to the nearest \$10,000 or 1%)

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Change from FY 2008 to FY 2017	
											\$	%
Academic Affairs	\$135,070,000	\$143,620,000	\$149,310,000	\$154,980,000	\$163,800,000	\$165,740,000	\$160,580,000	\$157,350,000	\$151,800,000	\$156,350,000	\$21,280,000	16%
Finance and Administration	35,560,000	39,140,000	37,030,000	34,510,000	38,200,000	37,070,000	35,900,000	41,080,000	37,200,000	24,070,000	(11,490,000)	(32%)
Auxiliaries	19,290,000	20,570,000	21,540,000	21,600,000	23,740,000	23,610,000	22,650,000	22,950,000	14,970,000	14,210,000	(5,080,000)	(26%)
Student Affairs	8,050,000	8,590,000	8,820,000	9,350,000	9,000,000	9,670,000	9,020,000	9,310,000	7,480,000	7,150,000	(900,000)	(11%)
President	7,120,000	7,720,000	7,760,000	7,810,000	8,560,000	8,910,000	9,060,000	8,690,000	8,080,000	8,400,000	1,280,000	18%
Advancement	2,960,000	3,760,000	3,580,000	3,470,000	3,640,000	3,480,000	3,280,000	3,240,000	3,380,000	1,990,000	(970,000)	(33%)
Total Compensation and Benefits	\$208,050,000	\$223,400,000	\$228,040,000	\$231,720,000	\$246,940,000	\$248,480,000	\$240,490,000	\$242,620,000	\$222,910,000	\$212,170,000	\$4,120,000	2%

Source: Office of Resource Analysis and Budget

Note 1: Includes General Fund, Sales, and Auxiliaries fund types. Self-Insurance fund type activity was netted and shown exclusively within Finance and Administration benefits for FY 2016 and FY 2017.

Note 2: Academic Affairs includes: Office of the Provost, Colleges (Arts and Sciences, Business Administration, Health Professions, Education, Engineering, Honors, Nursing, Polymer Science and Engineering, Applied Science and Technology and Wayne), Centers (Experiential Learning, Data Science, Analytics and Information Technology), Graduate School, Law School, and Library.

Note 3: Finance and Administration includes: VP/CFO, Capital Planning and Facilities Management, Human Resources and Talent Development, Information Technology Services, and Internal Audit.

Note 4: Auxiliaries includes all Auxiliary fund types including Athletics.

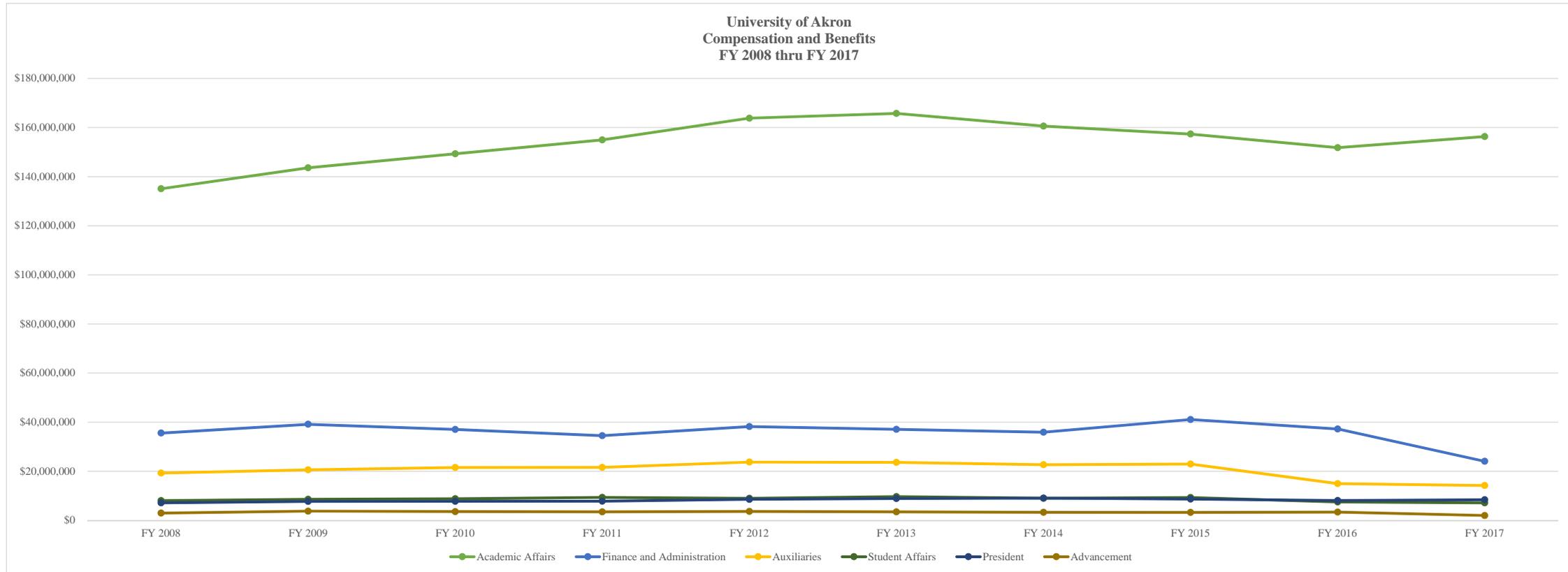
Note 5: Student Affairs includes: Student Success and Student Affairs.

Note 6: President includes: Office of the President, Board of Trustees, and Office of General Counsel.

Note 7: Advancement includes the Office of Advancement.

Note 8: Due to rounding, the total compensation and benefits may not always agree to the total expenditures document or by area (division, etc.) within this document.

5A - 10 YEAR COMPENSATION AND BENEFITS BY AREA ATTACHMENT



5A - 10 YEAR COMPENSATION AND BENEFITS BY AREA ATTACHMENT

The University of Akron
 Compensation and Benefits
 (rounded to the nearest \$10,000 or 1%)

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Change from FY 2008 to FY 2017	
											\$	%
Academic Affairs												
Compensation	\$109,440,000	\$115,400,000	\$119,200,000	\$123,490,000	\$130,790,000	\$132,080,000	\$126,680,000	\$123,900,000	\$117,520,000	\$119,230,000	\$9,790,000	\$0
Benefits	25,630,000	28,210,000	30,110,000	31,490,000	33,010,000	33,670,000	33,900,000	33,450,000	34,270,000	37,110,000	11,480,000	45%
Finance and Administration												
Compensation	24,320,000	25,770,000	25,840,000	25,690,000	26,200,000	26,720,000	26,830,000	26,880,000	25,200,000	22,710,000	(1,610,000)	(7%)
Benefits	11,240,000	13,370,000	11,180,000	8,820,000	11,990,000	10,340,000	9,070,000	14,190,000	12,000,000	1,360,000	(9,880,000)	(88%)
Auxiliaries												
Compensation	14,770,000	15,570,000	16,050,000	15,870,000	17,630,000	17,460,000	16,570,000	16,910,000	10,560,000	9,900,000	(4,870,000)	(33%)
Benefits	4,520,000	5,000,000	5,490,000	5,740,000	6,120,000	6,160,000	6,080,000	6,030,000	4,420,000	4,310,000	(210,000)	(5%)
Student Affairs												
Compensation	6,190,000	6,530,000	6,620,000	6,970,000	6,740,000	7,270,000	6,680,000	6,990,000	5,550,000	5,140,000	(1,050,000)	(17%)
Benefits	1,860,000	2,050,000	2,190,000	2,390,000	2,260,000	2,410,000	2,330,000	2,320,000	1,940,000	2,010,000	150,000	8%
President												
Compensation	5,470,000	5,880,000	5,820,000	5,850,000	6,460,000	6,710,000	6,610,000	6,290,000	5,820,000	5,950,000	480,000	9%
Benefits	1,660,000	1,840,000	1,940,000	1,960,000	2,090,000	2,210,000	2,450,000	2,400,000	2,260,000	2,450,000	790,000	48%
Advancement												
Compensation	2,330,000	2,950,000	2,780,000	2,660,000	2,780,000	2,660,000	2,450,000	2,430,000	2,500,000	1,410,000	(920,000)	(39%)
Benefits	630,000	810,000	810,000	810,000	850,000	810,000	830,000	810,000	880,000	580,000	(50,000)	(8%)
Total Compensation	162,520,000	172,100,000	176,310,000	180,530,000	190,600,000	192,900,000	185,820,000	183,400,000	167,150,000	164,340,000		
Total Benefits	45,540,000	51,280,000	51,720,000	51,210,000	56,320,000	55,600,000	54,660,000	59,200,000	55,770,000	47,820,000		
Total Compensation and Benefits	\$208,060,000	\$223,380,000	\$228,030,000	\$231,740,000	\$246,920,000	\$248,500,000	\$240,480,000	\$242,600,000	\$222,920,000	\$212,160,000	\$4,100,000	2%

Note: Due to rounding, the total compensation and benefits may not always agree to the total expenditures document or by area (division, etc.) within this document.

5A - 10 YEAR COMPENSATION AND BENEFITS BY AREA ATTACHMENT

The University of Akron
Academic Affairs
Compensation and Benefits
(rounded to the nearest \$10,000 or 1%)

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Change from FY 2008 to FY 2017	
											\$	%
Academic Affairs (AA)												
Faculty	\$77,420,000	\$81,640,000	\$84,000,000	\$86,780,000	\$92,180,000	\$94,080,000	\$90,310,000	\$89,000,000	\$83,810,000	\$87,140,000	\$9,720,000	13%
Staff	14,250,000	14,380,000	14,630,000	15,060,000	15,340,000	15,080,000	12,680,000	11,840,000	11,160,000	10,610,000	(3,640,000)	(26%)
Contract Professional	9,060,000	9,840,000	10,750,000	11,130,000	12,630,000	12,890,000	12,850,000	12,460,000	12,020,000	11,600,000	2,540,000	28%
Graduate Assistant	8,710,000	9,540,000	9,820,000	10,520,000	10,640,000	10,030,000	10,840,000	10,600,000	10,530,000	9,880,000	1,170,000	13%
Total AA Compensation	\$109,440,000	\$115,400,000	\$119,200,000	\$123,490,000	\$130,790,000	\$132,080,000	\$126,680,000	\$123,900,000	\$117,520,000	\$119,230,000	9,790,000	9%
AA Benefits	25,630,000	28,210,000	30,110,000	31,490,000	33,010,000	33,670,000	33,900,000	33,450,000	34,270,000	37,110,000	11,480,000	45%
Total AA Compensation and Benefits	\$135,070,000	\$143,610,000	\$149,310,000	\$154,980,000	\$163,800,000	\$165,750,000	\$160,580,000	\$157,350,000	\$151,790,000	\$156,340,000	21,270,000	16%

											Nominal % Change from FY 2008 to FY 2017	
AA Benefits as a Percentage of Total AA Compensation and Benefits	19%	20%	20%	20%	20%	20%	21%	21%	23%	24%	5%	

Note: Due to rounding, the compensation and benefits may not always agree by area (division, etc.) within this document.

The University of Akron
Finance and Administration
Compensation and Benefits
(rounded to the nearest \$10,000 or 1%)

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Change from FY 2008 to FY 2017	
											\$	%
Finance and Administration (FA)												
Staff	\$18,860,000	\$19,610,000	\$19,450,000	\$19,570,000	\$19,730,000	\$19,770,000	\$18,630,000	\$19,260,000	\$18,400,000	\$17,200,000	(\$1,660,000)	(9%)
Contract Professional	5,330,000	6,030,000	6,260,000	5,970,000	6,270,000	6,780,000	7,130,000	6,710,000	6,240,000	4,950,000	(380,000)	(7%)
Faculty	120,000	100,000	100,000	100,000	120,000	130,000	1,040,000	890,000	530,000	550,000	430,000	358%
Graduate Assistant	10,000	30,000	30,000	50,000	80,000	40,000	30,000	20,000	30,000	10,000	0	0%
Total FA Compensation	\$24,320,000	\$25,770,000	\$25,840,000	\$25,690,000	\$26,200,000	\$26,720,000	\$26,830,000	\$26,880,000	\$25,200,000	\$22,710,000	(1,610,000)	(7%)
FA Benefits	11,240,000	13,370,000	11,180,000	8,820,000	11,990,000	10,340,000	9,070,000	14,190,000	12,000,000	1,360,000	(9,880,000)	(88%)
Total FA Compensation and Benefits	\$35,560,000	\$39,140,000	\$37,020,000	\$34,510,000	\$38,190,000	\$37,060,000	\$35,900,000	\$41,070,000	\$37,200,000	\$24,070,000	(11,490,000)	(32%)

											Nominal % Change from FY 2008 to FY 2017	
FA Benefits as a Percentage of Total FA Compensation and Benefits	32%	34%	30%	26%	31%	28%	25%	35%	32%	6%	(26%)	

Note: Due to rounding, the compensation and benefits may not always agree by area (division, etc.) within this document.

5A - 10 YEAR COMPENSATION AND BENEFITS BY AREA ATTACHMENT

The University of Akron
Auxiliaries
Compensation and Benefits

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Change from FY 2008 to FY 2017	
											\$	%
Auxiliaries (Aux)												
Contract Professional Staff	\$6,030,000	\$6,350,000	\$7,440,000	\$7,910,000	\$9,030,000	\$8,950,000	\$8,730,000	\$8,730,000	\$8,040,000	\$7,710,000	\$1,680,000	28%
Graduate Assistant Faculty	8,050,000	8,410,000	7,810,000	7,400,000	8,060,000	7,950,000	7,160,000	7,530,000	1,850,000	1,590,000	(6,460,000)	(80%)
	690,000	810,000	800,000	560,000	540,000	560,000	680,000	650,000	660,000	590,000	(100,000)	(14%)
	0	0	0	0	0	0	0	0	10,000	10,000	10,000	n/a
Total Aux Compensation	\$14,770,000	\$15,570,000	\$16,050,000	\$15,870,000	\$17,630,000	\$17,460,000	\$16,570,000	\$16,910,000	\$10,560,000	\$9,900,000	(4,870,000)	(33%)
Aux Benefits	4,520,000	5,000,000	5,490,000	5,740,000	6,120,000	6,160,000	6,080,000	6,030,000	4,420,000	4,310,000	(210,000)	(5%)
Total Aux Compensation and Benefits	\$19,290,000	\$20,570,000	\$21,540,000	\$21,610,000	\$23,750,000	\$23,620,000	\$22,650,000	\$22,940,000	\$14,980,000	\$14,210,000	(5,080,000)	(26%)

											Nominal % Change from FY 2008 to FY 2017	
Aux Benefits as a Percentage of Total Aux Compensation and Benefits	23%	24%	25%	27%	26%	26%	27%	26%	30%	30%	7%	

Note: Due to rounding, the compensation and benefits may not always agree by area (division, etc.) within this document.

The University of Akron
Student Affairs
Compensation and Benefits

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Change from FY 2008 to FY 2017	
											\$	%
Student Affairs (SA)												
Contract Professional Staff	\$3,560,000	\$3,860,000	\$3,860,000	\$4,220,000	\$3,960,000	\$4,660,000	\$4,410,000	\$4,550,000	\$3,940,000	\$3,610,000	\$50,000	1%
Faculty	2,380,000	2,370,000	2,450,000	2,450,000	2,430,000	2,210,000	1,970,000	2,070,000	1,180,000	1,100,000	(1,280,000)	(54%)
Graduate Assistant	130,000	170,000	140,000	160,000	180,000	200,000	140,000	200,000	250,000	300,000	170,000	131%
	120,000	130,000	170,000	140,000	170,000	200,000	160,000	170,000	180,000	130,000	10,000	8%
Total SA Compensation	\$6,190,000	\$6,530,000	\$6,620,000	\$6,970,000	\$6,740,000	\$7,270,000	\$6,680,000	\$6,990,000	\$5,550,000	\$5,140,000	(1,050,000)	(17%)
SA Benefits	1,860,000	2,050,000	2,190,000	2,390,000	2,260,000	2,410,000	2,330,000	2,320,000	1,940,000	2,010,000	150,000	8%
Total SA Compensation and Benefits	\$8,050,000	\$8,580,000	\$8,810,000	\$9,360,000	\$9,000,000	\$9,680,000	\$9,010,000	\$9,310,000	\$7,490,000	\$7,150,000	(900,000)	(11%)

											Nominal % Change from FY 2008 to FY 2017	
SA Benefits as a Percentage of Total SA Compensation and Benefits	23%	24%	25%	26%	25%	25%	26%	25%	26%	28%	5%	

Note: Due to rounding, the compensation and benefits may not always agree by area (division, etc.) within this document.

5A - 10 YEAR COMPENSATION AND BENEFITS BY AREA ATTACHMENT

The University of Akron
President
Compensation and Benefits

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Change from FY 2008 to FY 2017	
											\$	%
President (Pres)												
Contract Professional	\$2,780,000	\$3,130,000	\$3,150,000	\$3,140,000	\$3,570,000	\$3,880,000	\$3,930,000	\$3,630,000	\$3,570,000	\$3,550,000	\$770,000	28%
Staff	2,180,000	2,200,000	2,160,000	2,110,000	2,200,000	2,220,000	1,840,000	1,630,000	1,360,000	1,640,000	(540,000)	(25%)
Faculty	420,000	460,000	400,000	470,000	540,000	470,000	660,000	830,000	750,000	630,000	210,000	50%
Graduate Assistant	90,000	90,000	110,000	130,000	150,000	140,000	180,000	200,000	140,000	130,000	40,000	44%
Total Pres Compensation	\$5,470,000	\$5,880,000	\$5,820,000	\$5,850,000	\$6,460,000	\$6,710,000	\$6,610,000	\$6,290,000	\$5,820,000	\$5,950,000	480,000	9%
Pres Benefits	1,660,000	1,840,000	1,940,000	1,960,000	2,090,000	2,210,000	2,450,000	2,400,000	2,260,000	2,450,000	790,000	48%
Total Pres Compensation and Benefits	\$7,130,000	\$7,720,000	\$7,760,000	\$7,810,000	\$8,550,000	\$8,920,000	\$9,060,000	\$8,690,000	\$8,080,000	\$8,400,000	1,270,000	18%
Pres Benefits as a Percentage of Total Pres Compensation and Benefits	23%	24%	25%	25%	24%	25%	27%	28%	28%	29%	6%	Nominal % Change from FY 2008 to FY 2017

Note: Due to rounding, the compensation and benefits may not always agree by area (division, etc.) within this document.

The University of Akron
Advancement
Compensation and Benefits

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Change from FY 2008 to FY 2017	
											\$	%
Advancement (Adv)												
Contract Professional	\$1,750,000	\$2,310,000	\$2,160,000	\$2,070,000	\$2,160,000	\$2,060,000	\$1,870,000	\$1,980,000	\$2,090,000	\$1,180,000	(\$570,000)	(33%)
Staff	580,000	640,000	620,000	580,000	610,000	600,000	580,000	450,000	400,000	230,000	(350,000)	(60%)
Graduate Assistant	0	0	0	10,000	10,000	0	0	0	10,000	0	0	0%
Total Adv Compensation	\$2,330,000	\$2,950,000	\$2,780,000	\$2,660,000	\$2,780,000	\$2,660,000	\$2,450,000	\$2,430,000	\$2,500,000	\$1,410,000	(920,000)	(39%)
Adv Benefits	630,000	810,000	810,000	810,000	850,000	810,000	830,000	810,000	880,000	580,000	(50,000)	(8%)
Total Adv Compensation and Benefits	\$2,960,000	\$3,760,000	\$3,590,000	\$3,470,000	\$3,630,000	\$3,470,000	\$3,280,000	\$3,240,000	\$3,380,000	\$1,990,000	(970,000)	(33%)
Adv Benefits as a Percentage of Total Adv Compensation and Benefits	21%	22%	23%	23%	23%	23%	25%	25%	26%	29%	8%	Nominal % Change from FY 2008 to FY 2017

Note: Due to rounding, the compensation and benefits may not always agree by area (division, etc.) within this document.

5C - Position Abolishment Attachment

The University experienced unrestricted revenue declines for a number of recent fiscal years and, various measures were sought during those years to increase revenues and decrease expenditures.

During the summer 2015; however, a substantial measure was implemented as approximately 210 positions (filled (160) and vacant (50)) were eliminated including the coaches of the baseball team and that program.

Of the ~160 employees:

- ~15 transferred elsewhere within the University;
- ~30 retired or resigned; and
- ~115 were displaced.

The net expenditures reductions were estimated to be \$14.3 million related to this reduction measure.

5C - E. J. Thomas Attachment

The E. J. Thomas Performing Arts Hall (Hall) operation was substantially changed during FY16, in large measure, to become more fiscally self-sustainable and less reliant upon the University. Typically, in recent years, the Hall's annual expenditures approximated \$3.5 million, while its sales and other revenues totaled about \$1.4 million. As a result, the University routinely contributed about \$2.1 million towards the Hall's operations.

During FY16, a staffing alignment was effectuated, and core staffing was decreased from approximately 12 FTEs to roughly 5 FTEs for a net savings approaching \$750,000 annually. The Hall's current seasoned professionals continue to deliver exceptional service to internal and external users of the Hall.

Further, as part of its realignment, the University leveraged the resident experience of The Civic Theatre (Civic), a local theatre-house, to assist in the transition. That University/Civic relationship has evolved, and it now includes single operation and management for both ticket box offices to realize some economies of scale.

Lastly, the University contracted with Playhouse Square, a national presence in the entertainment business, to a two-year contract to promote and deliver the University's long-standing Broadway in Akron series (Series). As expected, the 2016/17 Series (year two), was successful with Playhouse Square reserving such shows as Cinderella, Once, Rent, and Chicago. The 2016/17 Series subscribers increased from ~1,170 to ~1,840, and attendance increased from ~8,170 to ~15,980 for increases of 57 percent and 96 percent, respectively, over the prior season.

MASTER RECOMMENDATION 2: FIVE-YEAR GOAL FOR INSTITUTIONAL EFFICIENCY SAVINGS AND NEW RESOURCE GENERATION

Category	Recommendation	Component	Description	FY 2017 (Estimate)	FY 2017 (Actual)	FY 2018 (Estimate)	FY 2019 (Estimate)	FY 2020 (Estimate)	FY 2021 (Estimate)	Subtotal	Budget Narrative/Explanation of Efficiency Savings \$\$ (attach additional sheets if necessary)
Efficiency Savings	3A and 3B	Campus contracts and Collaborative contracts	Require employees to use existing contracts for purchasing goods and services. Pursue new and/or strengthened joint purchasing agreements.	\$ 308,000	\$ 1,155,000	\$ 1,155,000	\$ 1,155,000	\$ 1,155,000	\$ 1,155,000	\$ 5,775,000	Estimated savings as follows: • State contracts: 10% savings on spending of ~\$2.6 million or ~\$261,000; • ESM and E&I: 26% savings on spending of ~\$1.9 million, or ~\$499,000; • IUC-PG: 30% savings on spending of ~\$1.3 million, or ~\$395,000; and Total FY's 17 thru 21 savings of ~\$1,155,000 (~\$261,000 + ~\$499,000 + ~\$395,000).
	4A	Asset review	Conduct an assessment of non-core assets to determine their market value if sold, leased or otherwise repurposed.	\$ 417,000	\$ -	\$ 793,000	\$ 793,000	\$ 793,000	\$ 793,000	\$ 3,172,000	Estimated savings as follows: • Child Development Center: ~\$650,000 savings FY's 18 thru 21; • Treco Building: ~\$17,000 savings FY's 18 thru 21; • University President's residence: ~\$20,000 savings FY's 18 thru 21; • Grant Residence Hall High Rise and Townhouses: ~\$55,000 savings FY's 18 thru 21; • Parking lot leases expired: ~\$51,000 savings FY's 18 thru 21; and Total FY's 18 thru 21 savings of ~\$793,000 (~\$650,000 + ~\$17,000 + ~\$20,000 + ~\$55,000 + ~\$51,000).
	4B	Operations review	Conduct an assessment of non-academic operations that might be run more efficiently by a regional cooperative, private operator or other entity.	\$ 600,000	\$ 350,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,350,000	Estimated savings as follows: • Lakewood Regional Campus: ~\$150,000 savings FY's 18 thru 21; • Integration with METRO RTA for bussing services reduces operating and capital spend: ~\$350,000 savings FY's 17 thru 21; • Consolidation of custodial supply purchases due to decentralized custodial services: Unable to determine actual savings; and Total FY 17 savings of ~\$350,000 (~\$350,000). Total FY's 18 thru 21 savings of ~\$500,000 (~\$350,000 + ~\$150,000).
	5D	Healthcare efficiencies	Cost savings through healthcare efficiencies.	\$ 1,530,000	\$ 2,900,000	\$ 297,000	\$ 321,000	\$ 346,000	\$ -	\$ 3,864,000	Estimated savings as follows: • Change in stop loss vendor, change in third party administrator, restructuring of prescription drug contract, and other cost avoidance resulting in ~\$2,900,000 for FY 17. • Estimated cost avoidance for FYs 18 thru 20 is ~\$297,000, ~\$321,000, and ~\$346,000, respectively.
	Subtotal Efficiency Savings				\$ 2,855,000	\$ 4,405,000	\$ 2,745,000	\$ 2,769,000	\$ 2,794,000	\$ 2,448,000	\$ 15,161,000
Category	Recommendation	Component	Description	FY 2017	FY 2017 (Actual)	FY 2018	FY 2019	FY 2020	FY 2021	Subtotal	Budget Narrative/Explanation of New Resource Generation \$\$ (attach additional sheets if necessary)
New Resource Generation	4A	Asset review	Conduct an assessment of non-core assets to determine their market value if sold, leased or otherwise repurposed.	\$ 450,000	\$ -	\$ 975,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 1,200,000	Estimated revenue generation as follows: • Martin Center development is no longer contemplated. Was estimated at ~\$450,000 for FY 17, but is \$0; • Child Development Center: ~\$75,000 revenues from the State Highway Patrol for FY's 18 thru 21; • University President's residence: ~\$900,000 revenues net of sale for FY 18 only; and Total FY 18 revenues of ~\$975,000 (~\$75,000 + ~\$900,000). Total FY's 19 thru 21 revenues of ~\$75,000 (~\$75,000).
	4B	Operations review	Conduct an assessment of non-academic operations that might be run more efficiently by a regional cooperative, private operator or other entity.	\$ 1,000,000	\$ 1,000,000	\$ -	\$ -	\$ 125,000	\$ 175,000	\$ 1,300,000	Estimated revenues as follows: • Food service operation outsourced: Aramark provided/to provide unrestricted grant of ~\$1,000,000 for FY 17, ~\$125,000 for FY 20, and ~\$175,000 for FY 21.
	4C	Affinity partnerships and sponsorships	Upon determining assets and operations that are to be retained, evaluate opportunities for affinity relationships and sponsorships.	\$ 1,083,000	\$ 2,376,000	\$ 3,051,000	\$ 2,154,000	\$ 2,190,000	\$ 2,203,000	\$ 11,974,000	Estimated revenues related to sponsorships are as follows: • Coca-Cola: ~\$434,000 for FY 17 and ~\$464,000 for FYs 18 thru 21 (for marketing, scoreboard/equipment, merchandising, beverage incidence building fund, and sponsorship); • Bureau of Visually Impaired: ~\$13,000 for FY 17 and ~\$15,000 for FYs 18 thru 21 for hot beverage/snack food; • IMG: Multi-media use agreement of ~\$600,000 (FY 17), ~\$1,354,000 (FY 18), ~\$667,000 (FY 19), ~\$703,000 (FY 20), and ~\$716,000 (FY 21) (for base royalty, signage stipend, and radio clearance each year - includes one time payment of ~\$700,000 in FY 18 for scoreboard); • Barnes & Noble: • PNC Bank: • \$811,000 (FY17), ~\$743,000 (FY18), ~\$700,000 for FY's 19 thru 21 for bookstore commission; • \$167,000 for FYs 17 and 18 for ATMs and banking on campus; • JP Morgan Chase: ~\$343,000 for FY17 and ~\$300,000 for FYs 18 thru 21 for purchase card rebate; • Guy Brown Express: ~\$8,000 for FY 17 thru 21 for scholarship fund; and Total FY 17 revenues of ~\$2,376,000 (~\$434,000 + ~\$13,000 + ~\$600,000 + ~\$811,000 + ~\$167,000 + ~\$343,000 + ~\$8,000). Total FY 18 revenues of ~\$3,051,000 (~\$464,000 + ~\$15,000 + ~\$1,354,000 + ~\$743,000 + ~\$167,000 + ~\$300,000 + ~\$8,000). Total FY 19 revenues of ~\$2,154,000 (~\$464,000 + ~\$15,000 + ~\$667,000 + ~\$700,000 + ~\$300,000 + ~\$8,000). Total FY 20 revenues of ~\$2,190,000 (~\$464,000 + ~\$15,000 + ~\$703,000 + ~\$700,000 + ~\$300,000 + ~\$8,000). Total FY 21 revenues of ~\$2,203,000 (~\$464,000 + ~\$15,000 + ~\$716,000 + ~\$700,000 + ~\$300,000 + ~\$8,000).
	Subtotal New Resource Generation				\$ 2,533,000	\$ 3,376,000	\$ 4,026,000	\$ 2,229,000	\$ 2,390,000	\$ 2,453,000	\$ 14,474,000
TOTAL OF COMBINED INSTITUTIONAL OPPORTUNITIES FOR ENHANCED STUDENT AFFORDABILITY				\$ 5,388,000	\$ 7,781,000	\$ 6,771,000	\$ 4,998,000	\$ 5,184,000	\$ 4,901,000	\$ 29,635,000	

SPECIFIC RE-DEPLOYMENT OF SAVINGS TO STUDENTS: Please use the area below to describe, in detail, how you plan to re-deploy the institutional resources that are saved and/or generated through the task force components outlined above to reduce costs for students.

The costs savings and revenue generation highlighted throughout the Efficiency and Affordability Report (Report) and above, were largely pursued to balance the finances and to provide additional scholarship opportunities. Refer also to the end of that Report for details regarding certain investments the UA made to make College more affordable for students.

Additionally, the following list of other recent pursued savings and/or revenues began occurring FY 2014:

During FY 2014, UA estimates ~\$3 million in annual energy savings due to an energy performance contract (refer to the Energy section of the Report). Actual savings not known.

Since FY 2015, UA completed three significant debt refunding issues of ~\$204 million, yielding net present value savings of ~\$19 million. See chart below:

Series	Par Amount of Refunded Bonds	Net Present Value Savings
2015A	\$99,135,000	\$6,540,000
2015B	10,500,000	734,000
2016A	93,905,000	11,400,000
Total	\$203,540,000	\$18,674,000

During FY 2016, UA abolished ~210 positions. Net expense reductions are estimated to be \$14.3 million (refer to Recommendation 5C within the Report).

During FY 2016, UA outsourced its food service operation to Aramark which resulted in capital infusion (~\$8M) and unrestricted support (~\$4M) totaling ~\$12M (refer to Recommendation 5C within the Report).

SIGNIFICANT CHANGE(S) IN 5-YEAR GOALS FROM FY16 SUBMISSION TO FY17 SUBMISSION: Please use the area below to describe, in detail, significant deviation in your institution's 5-year goals from the FY16 submission to the FY17 submission, if applicable.

Efficiency Savings

3A and 3B - Estimates for contract savings during the FY16 submission were highly estimated and very conservative. The IUC-PG group came to a consensus to standardize how savings will be reported (10% of spend on state contracts, 26% of spend on ESM and E&I, and 30% of spend on IUC-PG). UA adopted that approach for the FY17 submission estimated and actual cost savings.

4A - Martin Center development is no longer contemplated so the cost savings were removed from FY17 submission above. All other changes were newly identified and listed above.

4C - For the FY17 submission, UA removed the estimated annual savings of \$200,000 for consolidation of custodial purchases. UA was unable to quickly determine the actual savings and will revisit this in the future.

5D - For FY17 submission, updated the projection savings from calendar year to fiscal year, and also included savings due to change in stop loss vendor, change in third party administrator for medical, and restructuring of prescription drug contract.

New Resource Generation

4A - Martin Center development is no longer contemplated so the resource generation was removed FY17 submission above. All other changes were newly identified and listed above.

4C - For the FY17 submission, UA included existing agreements that were not previously included (Barnes & Noble, PNC Bank, JP Morgan Chase, and Guy Brown Express). Additionally, UA did not estimate a \$ value in relation to the partnership with the LeBron James Family Foundation and thus is not included above.

FINANCE & ADMINISTRATION COMMITTEE

TAB 7

MUTUAL AID AGREEMENTS

a. City of Orrville



DATE: November 13, 2017

TO: Nathan J. Mortimer, Vice President for Finance & Administration/CFO

FROM: James P. Weber, Assistant VP, Campus Safety and Chief of Police

SUBJECT: **Renewal of Mutual Aid Agreement with the City of Orrville**

As requested of me, I provide the accompanying resolution which enables the Vice President for Finance & Administration/CFO on behalf of the University and in consultation with the Vice President and General Counsel to continue in an evergreen manner the University's Mutual Aid Agreement with the City of Orrville.

The Mutual Aid Agreement resolution should be presented for consideration and approval at the December 6, 2017 Board of Trustees meeting.

University Police Department
Akron, OH 44325-0402
330-972-5908 Office · 330-972-7772 Fax

MUTUAL AID AGREEMENT

THIS AGREEMENT, made and entered into as of the ____ day of _____, 2017, by and between, the City of Orrville, Ohio, hereinafter called the "CITY," acting pursuant to Resolution No. ____ passed _____, and The University of Akron, hereinafter called the "UNIVERSITY," acting pursuant to a resolution passed by its Board of Trustees on _____.

WITNESSETH:

WHEREAS, the CITY and the UNIVERSITY maintain separate police departments pursuant to Section 3 and 7 of Article XVIII of the Ohio Constitution and Ohio Revised Code Section 3345.04 respectively; and,

WHEREAS, the CITY and the UNIVERSITY desire to provide for the mutual assistance and interchange and use of their police personnel and equipment in situations where one department needs and requests the assistance of the other; and,

WHEREAS, the CITY, by virtue of Article XVIII of the Ohio Constitution, and the UNIVERSITY, by virtue of Ohio Revised Code Section 3345.041, are empowered to provide such mutual assistance by means of this Agreement.

NOW, THEREFORE, in consideration of the promises and obligations which are hereinafter set forth, the parties hereto agree as follows:

1. Unless actively engaged in effecting an arrest or related duties, or in an emergency, or when ordered by a superior office not to render aid, each police officer employed by either of the parties hereto shall render assistance to the police officers employed by the other party whenever such assistance is requested by officers or a dispatcher. When the UNIVERSITY's on-duty police officers are rendering assistance to the CITY within the Corporation limits of the City of Orrville, they shall have full police authority commensurate with the authority enjoyed by the CITY's police officers to detain and/or arrest persons committing

all misdemeanor and felony crimes and/or to issue minor misdemeanor citations for appropriate violations.

NOTWITHSTANDING the provisions of the paragraph above, a UNIVERSITY police officer who sees a crime being committed within the territory of the other political subdivision which is a party to this Agreement, or who sees a CITY police officer who is in distress, shall have the authority to apprehend or attempt to apprehend the person or persons committing said crime and shall have the authority to go to the assistance of such police officer in distress, as long as he shall use sound discretion and reasonable judgment.

2. The necessity and availability of police equipment and personnel requested shall be subject to priority or use of the responding party within its own territorial limits and the discretion as to what police facilities are necessary or available to the responding party for use in the emergency or disaster, which discretion shall lie solely with the officer on duty in charge of the responding party's police department.
3. In the event police facilities are actively engaged within the territorial limits to the requesting party and such responding facilities are required in the home area, the right is reserved to withdraw any and all of such police personnel and equipment for servicing the home area. Such a necessary withdrawal, however, shall only be effected upon due consideration for the safety of those present. At all such times, there will be the exercise of reasonable judgment and sound discretion considering any present dangers that may affect others who are present or remaining after such necessary withdrawal. It is agreed that no liability shall arise in any event for failure to respond to a police emergency from a requesting party or for necessary withdrawal of police facilities by either hereto.
4. A reasonable charge, as mutually agreed upon by the parties, may be made or levied for the services furnished in non-emergency situations by either party pursuant to Agreement; however, it is agreed that there shall be no charge back to the CITY for any expenses incurred by the UNIVERSITY for services of CITY police hired by the UNIVERSITY for such functions as concerts, special meetings, and/or other like events, or other overtime specifically requested by UNIVERSITY requiring extra personnel. Each party shall assume the expense of loss or damage to equipment or apparatus that may occur while in the requesting party's territorial limits or while responding to a call pursuant to this Agreement. The CITY will not indemnify and hold harmless the UNIVERSITY for any

damages awarded by the Court of Claims in any civil action arising from any action or omission of any UNIVERSITY law enforcement officer acting pursuant to the Agreement.

5. All personnel of the responding party, while responding to a call of a requesting party, shall be acting within the scope of their employment by the responding party while en route to, en route from, and while acting within the territory of the requesting party.
6. On any occasion when additional assistance is called, pursuant to the terms of this contract, the senior police officer of the City shall have full charge of and authority over any assisting equipment and personnel responding pursuant to such a call if the incident is occurring within the municipal corporation limits of the CITY, otherwise the senior police officer of the requesting party present and in charge of the department of such party shall have full charge of and authority over any assisting equipment and personnel responding pursuant to such a call.
7. Police officers who are rendering emergency assistance to the other department shall be entitled to all the rights and benefits of the Workers' Compensation Act and the police pension fund, as such may be applicable through the officer's primary employer, to the same extent as when performing service within their perspective territories and within their respective scope of employment.
8. To the extent permitted by law, neither of the parties hereto shall be liable for any damages to the other party for failure to answer, or neglect in answering any call for additional police protection or for inadequacy, negligent operation of equipment and apparatus, or for any cause whatsoever growing out of such use of said equipment and apparatus or lack of performance of duties by police department members.
9.
 - (A) Chapter 2743 of the Ohio Revised Code shall apply to law enforcement officers of the UNIVERSITY serving outside the UNIVERSITY pursuant to this Agreement. UNIVERSITY law enforcement officers acting outside the UNIVERSITY pursuant to this Agreement shall be entitled to participate in any indemnity fund established to the same extent as while acting within the UNIVERSITY. Such officers shall be entitled to all rights and benefits set forth in Sections 4123.01 to 4123.94 of the Ohio Revised Code. Further, UNIVERSITY law enforcement officers shall also retain their personal immunity from civil liability as set forth in Section 9.86 of the Ohio Revised Code.

- (B) The CITY shall not be subject to civil liability under Chapter 2744 of the Ohio Revised code as a result of any action or omission of any UNIVERSITY law enforcement officer acting pursuant to this Agreement.
 - (C) This item of the Agreement has been written in order to clarify and incorporate Section 3345.041(B) of the Ohio Revised Code.
10. Any power granted by this Agreement to UNIVERSITY law enforcement officers shall be applicable during periods when such officers are within the scope of official duty on behalf of the UNIVERSITY. Such powers shall not apply when UNIVERSITY law enforcement officers are off-duty but within the jurisdictional limits of the CITY.
 11. In the event of a felony crime being committed upon the UNIVERSITY property situated within the corporate limits of the CITY, the CITY and UNIVERSITY law enforcement agencies shall conduct a joint and cooperative investigation of said felony crime.
 12. UNIVERSITY law enforcement officers shall have primary responsibility to investigate all misdemeanor crimes committed upon UNIVERSITY property. During those times that UNIVERSITY personnel are not available or on-duty, CITY law enforcement officers shall complete the necessary reports and forms and forward said reports and forms to the UNIVERSITY for all necessary action.
 13. This Agreement shall be in effect beginning December 31, 2017 and shall expire upon written notice of either party to the other party that it is withdrawing from this Agreement. The party giving notice of withdrawal from this Mutual Aid Agreement must do so no less than ninety (90) days prior to the effective date of withdrawal.
 14. The following shall be used as a further guideline to the services that the City law enforcement officers shall offer and provide to the UNIVERSITY.

LETTER OF UNDERSTANDING

This letter of understanding is meant to act as a guideline and an outline as to the services that the City of Orrville Police Department will provide to the University of Akron, Wayne College, and its uniformed officers.

The City of Orrville Police Department will not provide the following type of services to the University of Akron, Wayne College, its students, and/or personnel:

1. Personal escorts to vehicles.
2. Battery jumps or starts.
3. Emergency gasoline supplies for vehicles.
4. Routine and/or extra security at college events — the University will need to submit a request for extra personnel and be responsible for these extra expenses itself.
5. Parking enforcement on college property except handicap parking.

The City of Orrville Police Department will provide the following types of services to the University of Akron, Wayne College, its students, and/or personnel which are routinely offered to all citizens, businesses, and organizations of the community, if the UNIVERSITY wishes to avail themselves to the services:

1. Money escorts to a financial institution.
2. Loc job — lock outs of motor vehicles that do not have electric locks whenever UNIVERSITY officers are not on-duty or available.
3. Completion of motor vehicle accident reports for accidents that occur on UNIVERSITY property within the corporation limits whenever UNIVERSITY police are not on-duty or available.
4. Completion of misdemeanor criminal reports when UNIVERSITY police are not on-duty or available. Said reports shall be forwarded to UNIVERSITY police for investigation and final disposition.
5. Routine patrol upon UNIVERSITY property within the corporation limits of the City and the enforcement of appropriate laws including but not limited to open containers, underage consumption of alcohol, trespassing, littering, disorderly conduct, etc., regardless of whether UNIVERSITY police are on-duty or available.
6. Emergency response to all calls that occur within the corporation limits of the City.
7. Full investigation of all felony crimes occurring within the corporation limits of the CITY through a cooperative and joint effort between the City of Orrville Police Department and The University of Akron Police Department.
8. Access to LEADS information which will be limited and restricted to University law enforcement officers only.
9. Access to the City of Orrville jail facilities for the purpose of temporary holding and booking of prisoners until their release. Under no circumstances, however, will persons arrested by UNIVERSITY law enforcement officers be held

overnight in the CITY facilities. UNIVERSITY law enforcement officers will be permitted to use the CITY jail facilities only for those persons who will be released on their own recognizance. In any event, UNIVERSITY personnel must be present within the CITY police facilities until the person is released.

The UNIVERSITY will provide to the CITY a listing of personnel to contact after normal business hours when UNIVERSITY law enforcement officers are not on-duty, in the event of an emergency at the UNIVERSITY or any other circumstances that may require immediate attention by UNIVERSITY personnel.

THE UNIVERSITY OF AKRON

CITY OF ORRVILLE, OHIO

By: _____

By: _____

Typed Name: Nathan Mortimer

Typed Name: Steven M. Wheeler

Title: VP Finance and Administration/CFO

Title: Safety-Service Director

THE UNIVERSITY OF AKRON

RESOLUTION 12- -17

Pertaining to the Renewed Mutual Aid Agreement between
The University of Akron and the City of Orrville

WHEREAS, The City of Orrville and The University of Akron maintain separate police departments pursuant to Sections 3 and 7 of Article XVIII of the Ohio Constitution and Ohio Revised Code Section 3345.04 respectively; and

WHEREAS, The City of Orrville and The University of Akron desire to continue to provide for the mutual assistance and interchange and use of their police personnel and equipment in situations where one department needs and requests the assistance of the other; and

WHEREAS, The City of Orrville and The University of Akron currently are parties to a Mutual Aid Agreement, which expires on December 31, 2017; and

WHEREAS, The City of Orrville and The University of Akron desire to enter into an evergreen Mutual Aid Agreement, which will extend the relationship; Now, Therefore,

BE IT RESOLVED, That the recommendation of the Vice President for Finance and Administration/CFO and the Assistant Vice President for Campus Safety and Chief of Police to enter into the Mutual Aid Agreement between The University of Akron and the City of Orrville be approved and that the Agreement be executed, subject to review for legal form and sufficiency by the Office of General Counsel.

M. Celeste Cook, Secretary
Board of Trustees

FINANCE & ADMINISTRATION COMMITTEE

TAB 7

MUTUAL AID AGREEMENTS

b. United States Marshals Service

United States Marshals Service
Violent Offender Task Force – Memorandum of Understanding

PARTIES AND AUTHORITY:

This Memorandum of Understanding (MOU) is entered into by the University of Akron Police Department

and the United States Marshals Service (USMS) pursuant to 28 U.S.C. § 566(e)(1)(B). As set forth in the Presidential Threat Protection Act of 2000 and directed by the Attorney General, the USMS has been granted authority to direct and coordinate permanent USMS Violent Offender Task Forces consisting of Federal, state, and local law enforcement authorities for the purpose of locating and apprehending fugitives. The authority of the USMS to investigate fugitive matters as directed by the Attorney General is set forth in 28 USC § 566. The Director's authority to direct and supervise all activities of the USMS is set forth in 28 USC § 561(g) and 28 CFR 0.111. The authority of United States Marshals and Deputy U.S. Marshals, "in executing the laws of the United States within a State . . . [to] exercise the same powers which a sheriff of the State may exercise in executing the laws thereof" is set forth in 28 USC § 564. Additional authority is derived from 18 USC § 3053 and Office of Investigative Agency Policies Resolutions 2 & 15. (*See also*) "Memorandum for Howard M. Shapiro, General Counsel, Federal Bureau of Investigation" concerning the "Authority to Pursue Non-Federal Fugitives", issued by the U.S. Department of Justice, Office of Legal Counsel, dated February 21, 1995. (*See also*) Memorandum concerning the Authority to Pursue Non-Federal Fugitives, issued by the USMS Office of General Counsel, dated May, 1, 1995. (*See also*) 42 U.S.C. § 16941(a)(the Attorney General shall use the resources of federal law enforcement, including the United States Marshals Service, to assist jurisdictions in locating and apprehending sex offenders who violate sex offender registration requirements).

MISSION:

The primary mission of the task force is to investigate and arrest, as part of joint law enforcement operations, persons who have active state and federal warrants for their arrest. The intent of the joint effort is to investigate and apprehend local, state and federal fugitives, thereby improving public safety and reducing violent crime.

Each participating agency agrees to refer cases for investigation by the VOTF (Violent Offender Task Force). Cases will be adopted by the VOTF at the discretion of the District Chief Deputy. Targeted crimes will primarily include violent crimes against persons, weapons offenses, felony drug offenses, failure to register as a sex offender, and crimes committed by subjects who have a criminal history involving violent crimes, felony drug offenses, and/or weapons offenses. Upon receipt of a written request, the VOTF may also assist non-participating law enforcement agencies in investigating, locating and arresting their fugitives. Task force personnel will be assigned federal, state, and local fugitive cases for investigation. Investigative teams will consist of personnel from different agencies whenever possible. Participating agencies retain responsibility for the cases they refer to the VOTF.

Federal fugitive cases referred to the task force for investigation by any participating agency will be entered into the National Crime Information Center (NCIC) by the USMS or originating agency, as appropriate. State or local fugitive cases will be entered into NCIC (and other applicable state or local lookout systems) as appropriate by the concerned state or local agency.

SUPERVISION:

The VOTF will consist of law enforcement and administrative personnel from federal, state, and local law enforcement agencies. Agency personnel must be approved by the District Chief Deputy prior to assignment to the VOTF. Agency personnel may be removed at any time at the discretion of the District Chief Deputy.

Direction and coordination of the VOTF shall be the responsibility of the USMS District Chief Deputy. Administrative matters which are internal to the participating agencies remain the responsibility of the respective agencies. Furthermore, each agency retains responsibility for the conduct of its personnel.

A Task Force Advisory Committee, consisting of representatives of participating agencies and USMS district personnel, may be established at the discretion of the District Chief Deputy and will meet and confer as necessary to review and address issues concerning operational matters within the VOTF.

PERSONNEL:

In accordance with Homeland Security Presidential Directive 12, personnel assigned to the task force are required to undergo background investigations in order to be provided unescorted access to USMS offices, records, and computer systems. The USMS shall bear the costs associated with those investigations. Non-USMS law enforcement officers assigned to the task force will be deputized as Special Deputy U.S. Marshals.

Task force personnel may be required to travel outside of the jurisdiction to which they are normally assigned in furtherance of task force operations. State or local task force officers traveling on official business at the direction of the USMS shall be reimbursed directly by the USMS for their travel expenses in accordance with applicable federal laws, rules, and regulations.

REIMBURSEMENT:

If the Marshals Service receives Asset Forfeiture funding for either 1) overtime incurred by state and local investigators who provide full time support to USMS VOTF joint law enforcement task forces; or 2) travel, training, purchase or lease of police vehicles, fuel, supplies or equipment for state and local investigators in direct support of state and local investigators, the USMS shall, pending availability of funds, reimburse your organization for expenses incurred, depending on which category of funding is provided.

Reimbursement of overtime work shall be consistent with the Fair Labor Standards Act. Annual overtime for each state or local law enforcement officer is capped at the equivalent of 25% of a GS-1811-12, Step 1, of the general pay scale for the RUS. Reimbursement for all types of qualified expenses shall be contingent upon availability of funds and the submission of a proper request for reimbursement which shall be submitted quarterly on a fiscal year basis, and which provides the names of the investigators who incurred overtime for the VOTF during the quarter; the number of overtime hours incurred, the hourly regular and overtime rates in effect for each investigator, and the total quarterly cost.

The request for reimbursement must be submitted to the District Chief Deputy, who will review the request for reimbursement, stamp and sign indicating that services were received and that the request for reimbursement is approved for payment. Supporting documentation must accompany requests for reimbursement for equipment, supplies, training, fuel, and vehicle leases.

VEHICLES AND EQUIPMENT:

Notwithstanding the above, pending the availability of asset forfeiture funding and approval by the USMS in advance of any purchase, the USMS may acquire vehicles and equipment purchased in support of full time state and local investigators assigned to the VOTF involved in joint law enforcement operations. Such vehicle and equipment purchases are to be titled to the state or local law enforcement agency and must comply with requirements prescribed by the USMS pursuant to this MOU and applicable policies of the United States Department of Justice. Vehicles and equipment provided to state and local law enforcement agencies with asset forfeiture monies provided by the USMS must remain available for exclusive use of the task force officers assigned to the VOTF by the undersigned participant agency for the duration of the task force. Upon termination of the agreement, usage and disposition of such vehicles are at the discretion of the undersigned state or local law enforcement agency.

Pending the availability of funds and equipment, the USMS will issue USMS radios, telephones, and other communication devices to each task force officer to be used for official VOTF business. All equipment used by or assigned to task force officers by the USMS or an agency will remain the property of the agency issuing the equipment and will be returned to that agency upon termination of the task force, or upon agency request.

RECORDS AND REPORTS:

Original reports of investigation, evidence, and other investigative materials generated, seized, or collected by the VOTF shall be retained by the agency in the VOTF responsible for the case. However, evidence may be turned over to other law enforcement agencies as appropriate. Copies of investigative reports and other materials may be provided to other agencies in accordance with applicable laws, rules, and regulations. Task force statistics will be maintained in the USMS Justice Detainee Information System (JDIS) - Warrant Information Network (WIN). Statistics will be made available to any participating agency upon request.

INFORMANTS:

Pending the availability of funds, the USMS may provide funding for the payment of informants. However, all payments of informants utilizing USMS funding shall comply with USMS policy.

USE OF FORCE:

All members of the VOTF will comply with their agencies' guidelines concerning the use of firearms, deadly force, and less-than-lethal devices, to include completing all necessary training and certification requirements. All members of the VOTF and their parent agencies will read and adhere to the DOJ Policy Statement on the Use Of Less-Than-Lethal Devices, dated May 16, 2011. Copies of all applicable firearms, deadly force, and less-than-lethal policies shall be provided to the District Chief Deputy and each concerned task force officer. In the event of a shooting involving task force personnel, the incident will be investigated by the appropriate agency(s).

THE UNIVERSITY OF AKRON

RESOLUTION 12- -17

Pertaining to the Violent Offender Task Force between
The University of Akron and United States Marshals Service

WHEREAS, The United States Marshal Service and The University of Akron maintain separate law enforcement departments; and

WHEREAS, The United States Marshal Service and The University of Akron desire to continue to work together on the Violent Offender Task Force, the mission of which is to investigate and arrest, as part of joint law enforcement operations, persons who have active state and federal warrants for their arrest; and

WHEREAS, The United States Marshal Service and The University of Akron have previously entered into a Memorandum of Understanding for the Violent Offender Task Force that has expired; and

WHEREAS, The United States Marshal Service and The University of Akron desire to enter into an evergreen Memorandum of Understanding, which will extend the relationship; Now, Therefore,

BE IT RESOLVED, That the recommendation of the Vice President for Finance and Administration and CFO, and the Assistant Vice President for Campus Safety and Chief of Police to enter into the Mutual Aid Agreement between The University of Akron and The United States Marshal Service be approved and that the Agreement be executed, subject to review for legal form and sufficiency by the Office of General Counsel.

M. Celeste Cook, Secretary
Board of Trustees

FINANCE & ADMINISTRATION COMMITTEE

TAB 8

GIFTS



DATE: November 13, 2017

TO: Kimberly M. Cole
Vice President, Development
Executive Director, UA Foundation

FROM: Terrie L. Sampson 
Director, Development Stewardship

SUBJECT: Attainment for Fiscal Year 2018 (July 1 – October 31, 2017)

As requested, please find attached attainment charts for Fiscal Year 2018 for the months of July through October 2017. The report represents fundraising results by the Department of Development for this time period, including comparisons over the past three fiscal years.

The accompanying Attachment A details giving through cash, pledges due, bequests received, as well as gifts-in-kind from University of Akron constituents. Of note:

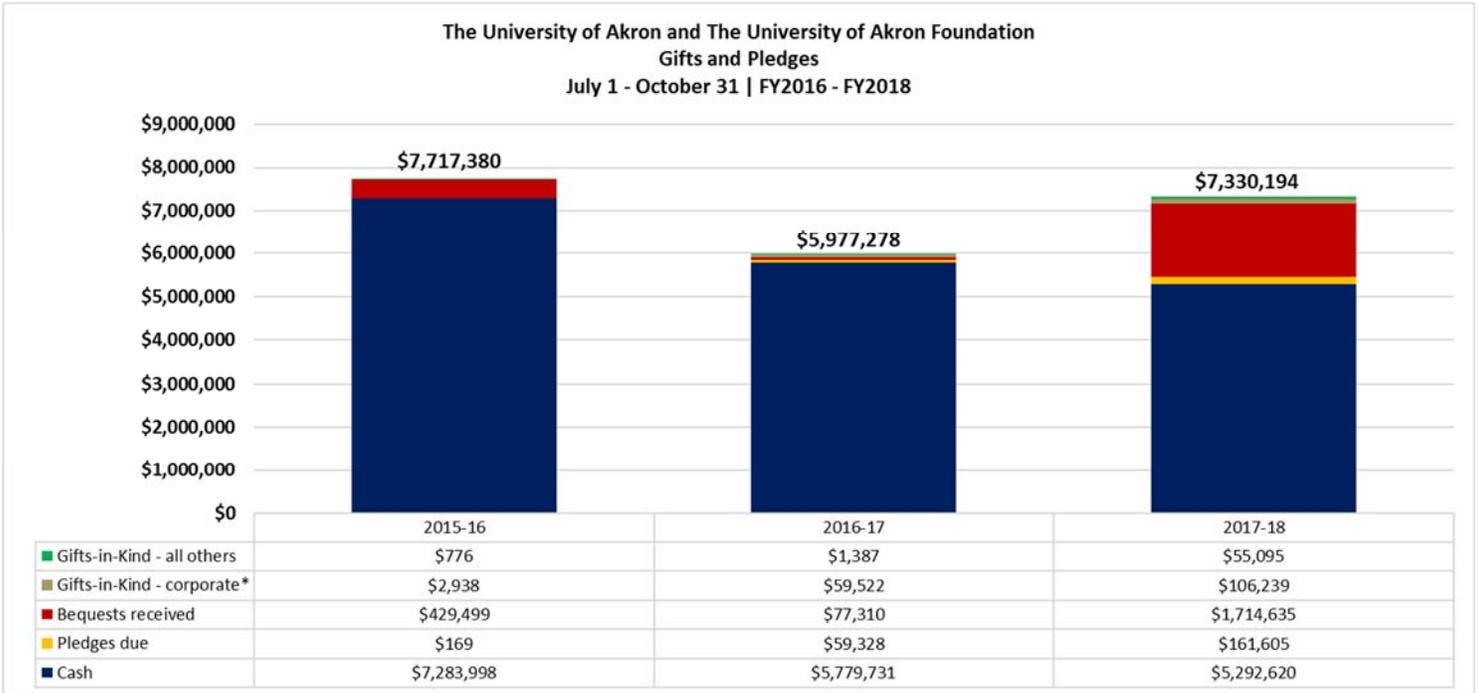
- The University received more than \$7.3 million in gifts, pledges due and bequests received from July 1 to October 31, 2017, a 23 percent increase over the same period the previous year.
- Nearly \$2.3 million was received for the Making a Difference Moving Forward Scholarship Campaign for the time period of July through October 2017, including nearly \$83,000 designated for immediate award.
- UA acquired more new donors in July through October than in the same months in 2016
 - July through October, 2017 first time donors: 431
 - July through October, 2016 first time donors: 299
 - Year over year increase: 44 percent

With your approval, I request submission of this report to the Board of Trustees for approval at its December 6, 2017 meeting.

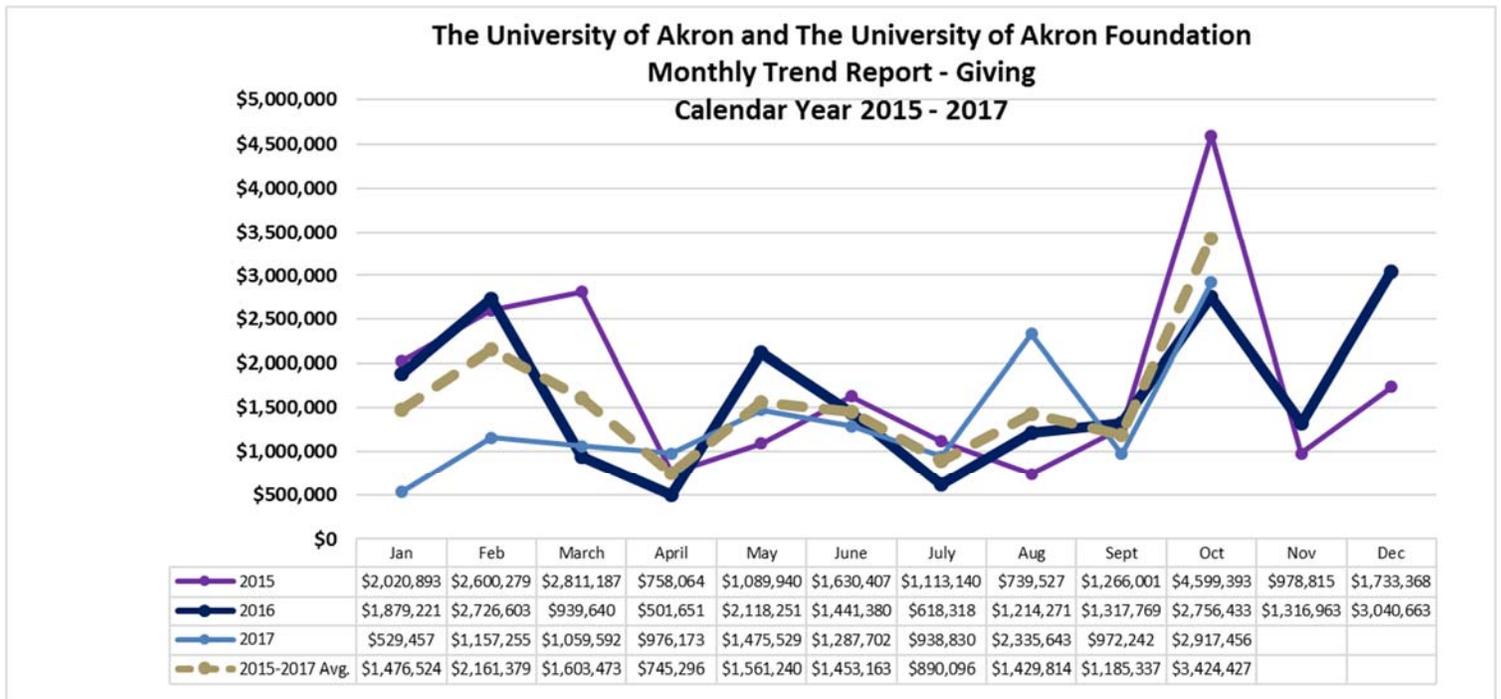
Department of Development
Akron, Ohio 44325-2603
330-972-7238 (Office) 330-972-3800 (Fax)

Attachment A

**DEPARTMENT OF DEVELOPMENT
FY 2018 Attainment
July 1, 2017 through October 31, 2017**

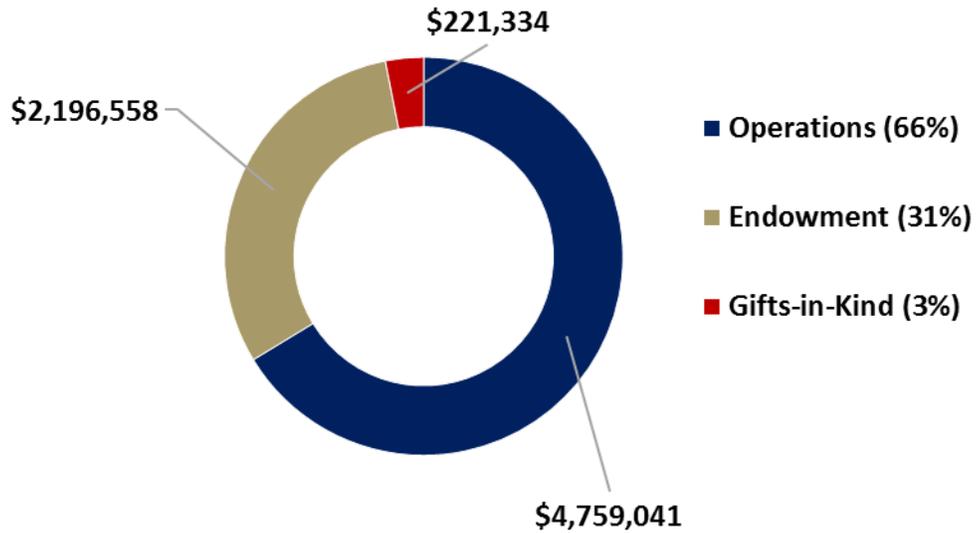


*Does not include gifts-in-kind from Siemens, SAP and Synopsys

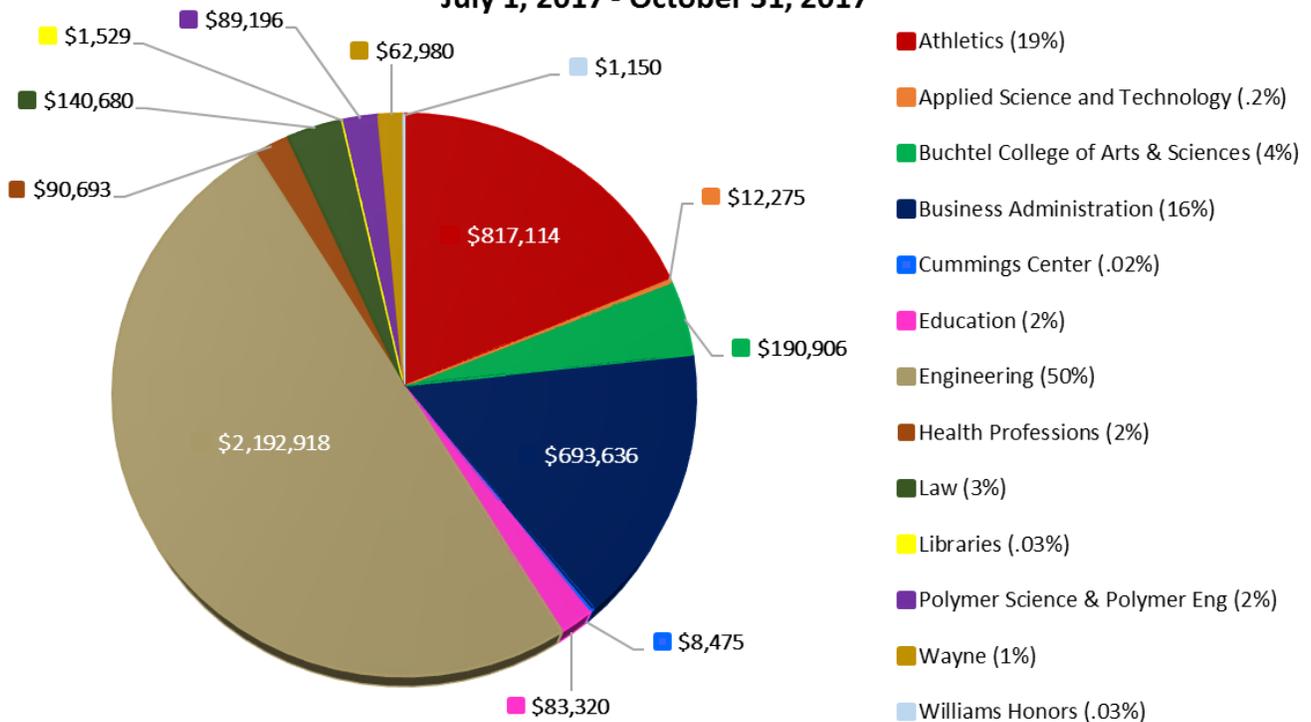


Attachment A

The University of Akron and The University of Akron Foundation
 Gifts by Classification Type
 July 1, 2017 - October 31, 2017

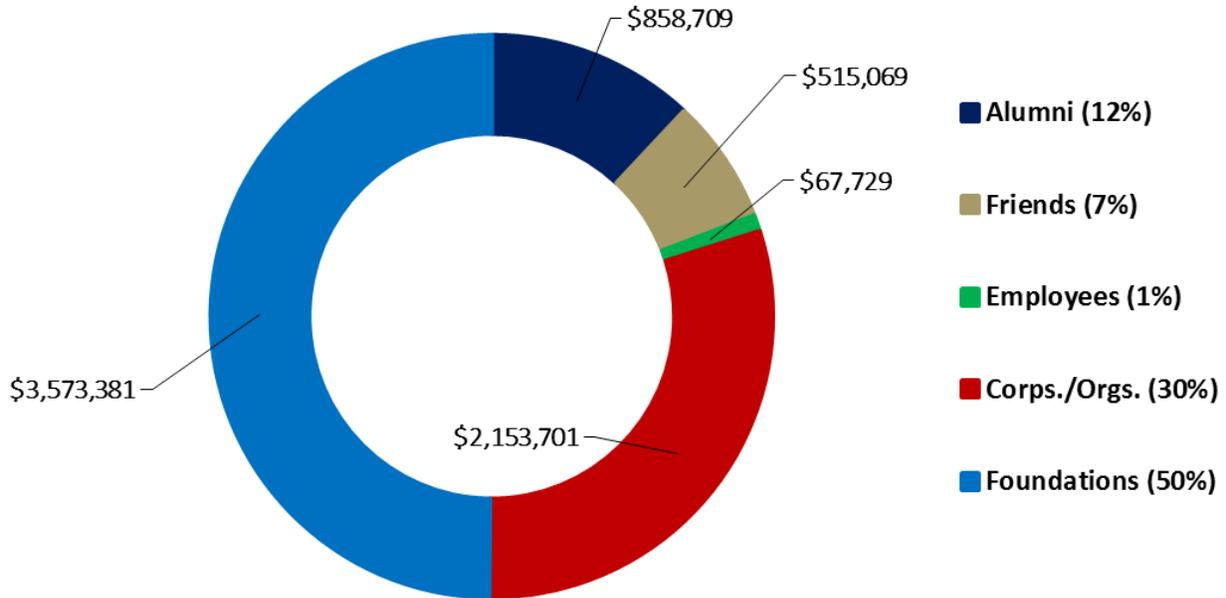


The University of Akron and The University of Akron Foundation
 Gifts (no pledges) by Academic Area
 July 1, 2017 - October 31, 2017

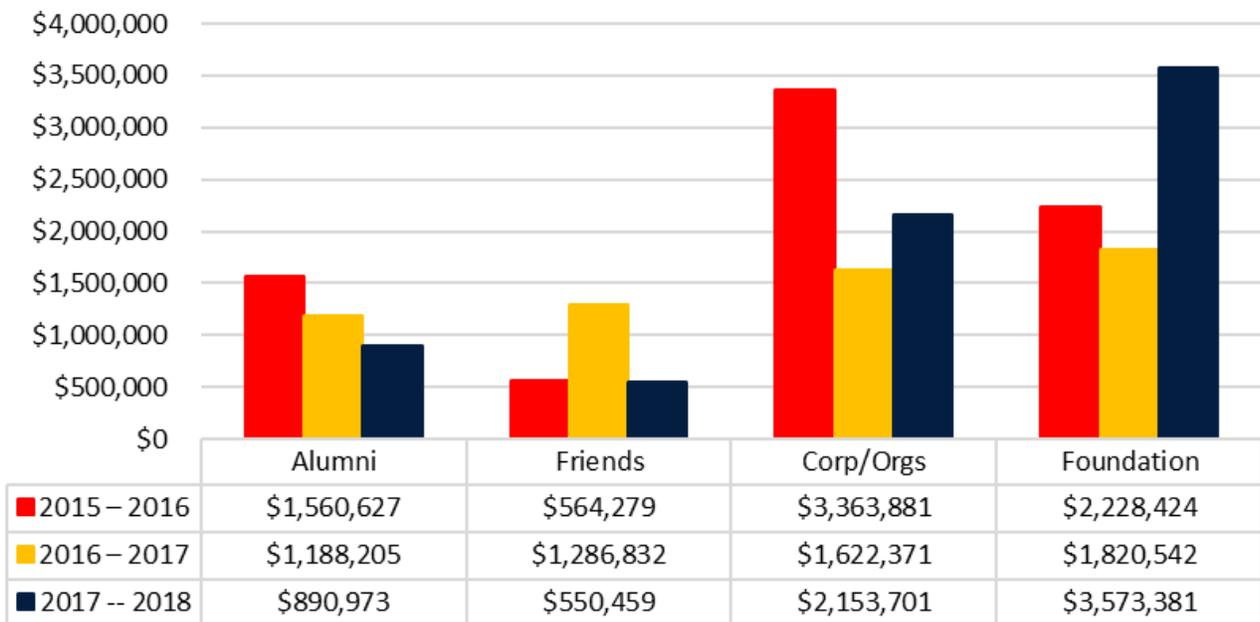


Attachment A

**The University of Akron and The University of Akron Foundation
Giving by Constituent Type
July 1, 2017 - October 31, 2017**

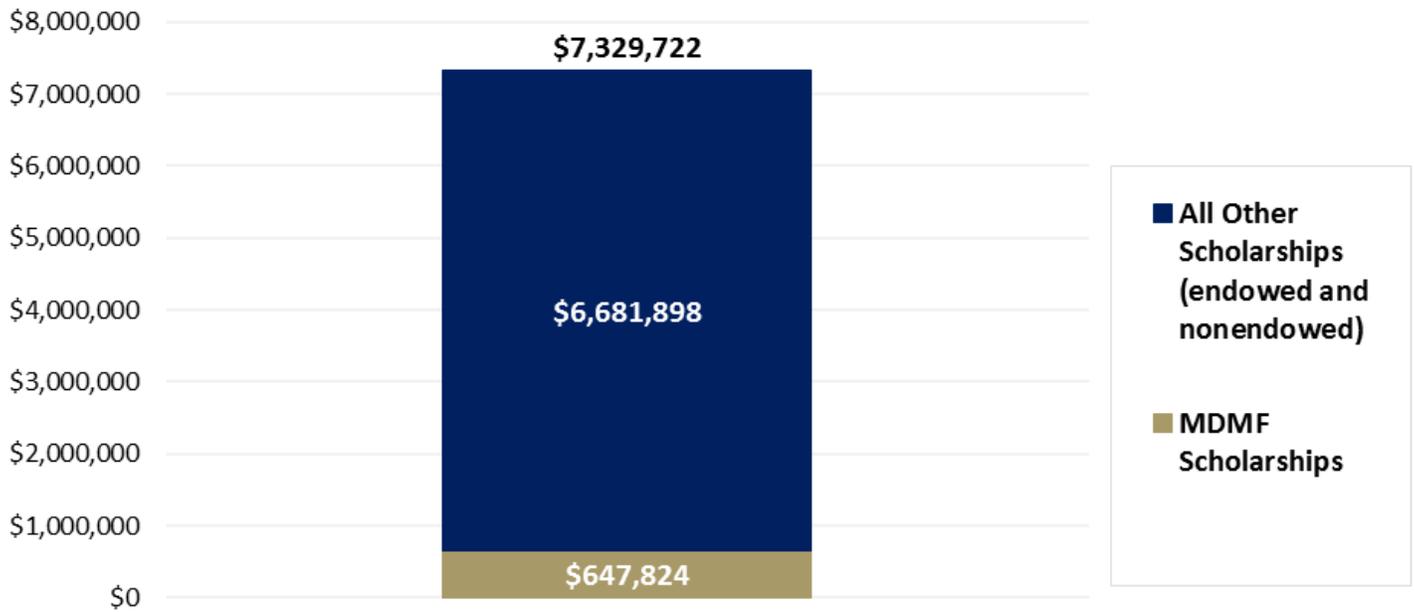


**The University of Akron and The University of Akron Foundation
Gifts by Constituent Type
July 1 - October 31 for FY 2016 - FY2018**



Attachment A

The University of Akron and The University of Akron Foundation
MAKING A DIFFERENCE AND MOVING FORWARD
Scholarship Campaign
July 11, 2016 - October 31, 2017



THE UNIVERSITY OF AKRON

RESOLUTION 12- -17

Acceptance of Gift Income Report for July through October 2017

BE IT RESOLVED, That the recommendation of the Finance & Administration Committee on December 6, 2017, pertaining to acceptance of the Gift Income Report for July through October 2017, be approved.

M. Celeste Cook, Secretary
Board of Trustees

December 6, 2017

FINANCE & ADMINISTRATION COMMITTEE

TAB 9

**PHASED RETIREMENT PROGRAM FOR STAFF
AND CONTRACT PROFESSIONAL EMPLOYEES**



DATE: November 13, 2017

TO: Nathan J. Mortimer, Vice President for Finance & Administration/CFO

FROM: Sarah J. Kelly, Assistant VP, Talent Development & Human Resources

SUBJECT: Phased Retirement Program for Contract Professional and Staff Employees

As requested, the Office of Talent Development & Human Resources provides the accompanying resolution, which enables the Vice President for Finance & Administration/CFO in consultation with the Vice President & General Counsel to create and implement a Phased Retirement Program for contract professional and staff employees.

This Phased Retirement Program allows the University to retain critical human capital and ensure continuity of services at a cost of no more than 50 percent of the full-time employee's base salary upon retirement.

The Phased Retirement Program resolution should be presented for consideration and approval at the December 6, 2017 Board of Trustees meeting.

Talent Development & Human Resources
Akron, OH 44325-4733
330-972-6134 Office · 330-972-2323 Fax

THE UNIVERSITY OF AKRON

RESOLUTION 12- -17

Pertaining to Approval of Phased Retirement Program for Contract Professionals and Staff

WHEREAS, The University of Akron (“University”) previously implemented a Transition After Retirement Program (“TARP”) as a Phased Retirement Program for its faculty; and

WHEREAS, The University wishes to establish a Phased Retirement Program (“Program”) for its full-time contract professional and staff employees (“Employees”) to enable eligible and approved Employees to participate in a similar program known as Phased Retirement Program; and

WHEREAS, Interested Employees will voluntarily apply for the Program, and the approved Employees will retire from their regular full-time positions and return to work on a part-time basis for up to 26 hours per week, performing duties and at schedules determined by the Employee’s supervisor, at 75 percent of Employee’s base pay rate at retirement; and

WHEREAS, The Employee shall be granted a one-year term subject to the normal employment conditions and expectation of conduct and performance with the potential for up to two additional years subject to annual renewal at the University’s discretion; and

WHEREAS, A Program for contract professional and staff employees allows the University additional staffing flexibility; Now, Therefore,

BE IT RESOLVED, That the University Board of Trustees authorizes the Vice President for Finance & Administration/CFO, in consultation with the Vice President & General Counsel, to take all necessary action to effect the implementation of a Phased Retirement Program for contract professional and staff employees.

M. Celeste Cook, Secretary
Board of Trustees

FINANCE & ADMINISTRATION COMMITTEE

TAB 10

PURCHASES \$25,000 TO \$500,000



DATE: November 20, 2017

TO: Nathan J. Mortimer, CPA
Vice President for Finance & Administration/CFO

FROM: Luba Cramer 
Interim Director of Purchasing

SUBJECT: Board Informational Report: Purchases Made Between \$25,000 and \$500,000

The following purchases, all of which were entered into following University policy, were made subsequent to the last meeting of the Board of Trustees.

The accompanying Reports for September and October 2017 are submitted for the Board's information.

Department of Purchasing
Akron, OH 44325-9001
330-972-5965 Office · 330-972-5564 Fax

The University of Akron
Purchases Made Between \$25,000 and \$500,000
September 2017
Informational Report

FUND	VENDOR NAME	P.O. No. or Pcard	AMOUNT	COMMENTS
General	Lakewood Board of Education	94125	\$ 50,000	Rent Classrooms and Offices at Lakewood High School
Auxiliary	Student Educational Benefit Trust	94089	50,000	Basic Athletic Insurance 2017/18 Deductible Fund Initial Funding
Grant	Surfix Technologies LLC	94057	100,000	Atmospheric Pressure Plasma System
Restricted	John S. Knight Center	94215	61,945	Black Male Summit Event
Plant	Coon Caulking & Restoration Inc.	94322	50,000	Repair and Replace nine wooden windows at Hower House
		Total	\$ 311,945	

Note: As prescribed by Board Rule, this Report reflects all goods and services exceeding \$25,000, \$50,000, respectively.

The University of Akron
Purchases Made Between \$25,000 and \$500,000
October 2017
Informational Report

FUND	VENDOR NAME	P.O. No. or Pcard	AMOUNT	COMMENTS
General	MTS Systems Corporation	94400	\$ 114,512	MTS FlexTest Controller
	Student Educational Benefit Trust	94106	216,147	International Student Health Insurance Fall 2017-Initial Payment
	Subtotal		\$ 330,659	
Plant	Cline Mechanical Inc.	94473	\$ 361,000	Install Four Boilers for College of Arts and Sciences Building
	Hasenstab Architects Inc.	94241	65,000	Architectural Fees for LJFF, I Promise Suite
	Subtotal		\$ 426,000	
		Total	\$ 756,659	

Note 1: As prescribed by Board Rule, this Report reflects all goods and services exceeding \$25,000, \$50,000, respectively.

Note 2: The Hasenstab Architects Inc. fees are funded by the LJFF.

FINANCE & ADMINISTRATION COMMITTEE

TAB 11

ADVANCEMENT REPORT

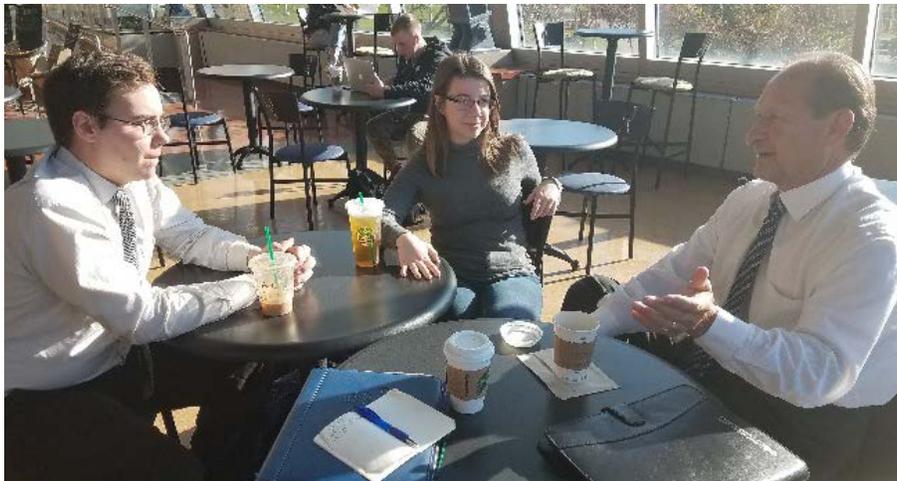
DIVISION OF ADVANCEMENT

DEVELOPMENT

GIFTS

JOSEPH C. HETE '76 VISITED WITH STUDENTS AND ADDED TO HIS FAMILY'S ENDOWED SCHOLARSHIP

Joseph C. Hete '76 continues to share his time and treasure with The University of Akron and its students. From traveling to Akron from Wilmington, Ohio to mentor his scholars in the College of Business Administration, to continuing support of The Joseph C. Hete and Family Endowed Scholarship through a recent gift of more than \$96,000, Mr. Hete exhibits loyalty and dedication to his alma mater.



Joseph C. Hete '76 (right) met with scholarship recipients Nathan Walter and Courtney Klingerberger during a recent campus visit.

JAY L. VODOFSKY 1978 SCHOLARSHIP

Jay and Randi Vodofsky established the Jay L. Vodofsky 1978 Scholarship Fund in 2009 to support Akron Law students who are from the New York metropolitan area. They have continued to grow the scholarship since it was first established, and recently made a new gift of \$50,000.

In an effort to maximize the impact of their scholarship, the Vodofskys also broadened the scope of the scholarship description to support all Akron Law students, with preference given to students who are from the New York metropolitan area. Jay and Randi both graduated from UA in 1978 from the School of Law and School of Psychology, respectively.



Jay L. Vodofsky '78

CATHY DAVIS '99, '01 – SETTING THE EXAMPLE AND HELPING OTHERS BY CREATING AN ENDOWED SCHOLARSHIP

Faced with several challenges as a displaced homemaker, Ms. Davis enrolled at The University of Akron at age 38. Her sincere desire to learn helped her overcome several mounting difficulties in providing for her family.

Throughout her college career, she owned and worked at a small wallpapering business and guided her three teenage children through their high school graduations, all while commuting to and from classes every day. Ms. Davis successfully navigated these challenges, earning her Bachelor of Arts degree in Business and Organizational Communication from UA in 1999. She then earned a Master of Arts degree in Communication from UA in 2001. Ms. Davis subsequently moved to Chicago to earn a master's degree in real estate finance, which helped to further advance her professional career.



Cathy Davis '99, '01

By creating an endowed scholarship, Ms. Davis wants to share with displaced homemakers attending UA that she is a strong advocate for their efforts to succeed and advance their lives.

THE MARY AND DR. GEORGE DEMETROS CHARITABLE TRUST

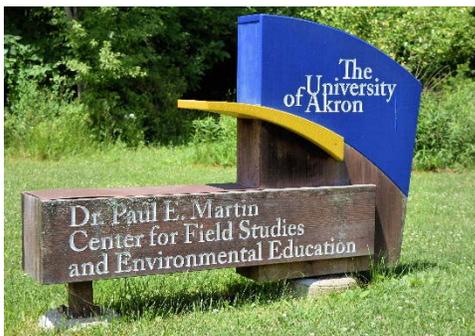
The University of Akron received \$25,000 from the Mary and Dr. George L. Demetros Charitable Trust for the Mary B. Demetros Memorial Scholarship, which was created to provide assistance for students studying art and who have demonstrated ability and financial need.

Mrs. Demetros was a painter who had a strong interest in art education and wished to help art students through her generous bequest. Recipients of the scholarship are selected by the Mary Schiller Myers School of Art Scholarship Committee along with the Office of Student Financial Aid.



Demetros winner Nicole Fetterman (right) with faculty member Elisa Gargarella

SUPPORT FOR BATH NATURE PRESERVE FROM FRED MARTIN



Continuing the legacy of his father, Dr. Paul E. Martin, Fred Martin provided \$10,000 toward the University's Bath Nature Preserve.

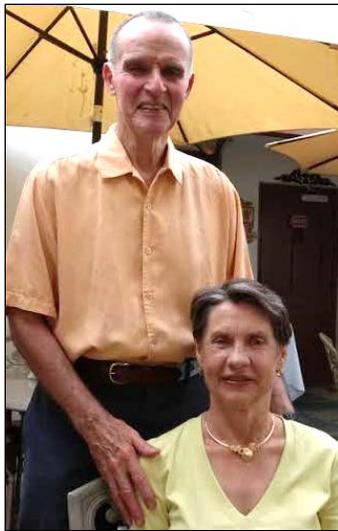
Dr. Randy Mitchell of UA's Biology Department oversees this "outdoor classroom." The lessons learned from this valuable asset are more important than ever, especially since topics such as global warming and endangered species are ever-present in today's news and conversations.

LARRY W. '70 AND SUSAN ALLEN BOLSTER THEIR SCHOLARSHIP FOR ENGINEERING EXCELLENCE

Larry W. '70 and Susan Allen made a \$40,000 gift designated to The Larry W. Allen Scholarship for Engineering Excellence. The Allens established their scholarship in 2009 to assist engineering students pursuing an undergraduate degree. Long-time donors, Larry and Susan have been passionate about supporting students and the College of Engineering, helping to drive the College's successes.



Larry W. '70 and Susan Allen



Drs. Charles and
Karen '86 Schwarz

DRS. CHUCK AND KAREN '86 SCHWARZ CREATED THEIR SCHOLARSHIP WITH A FOCUS ON COMMUNITY HEALTH CARE NURSING

The Dr. Karen A. Schwarz and Dr. Charles J. Schwarz Endowed Scholarship was established in September 2017 by Dr. Charles J. Schwarz. The first \$25,000 was given through an IRA transfer, with the intent to give an additional \$25,000 in installments over the next five years. It was created in order to honor his devoted wife, Dr. Karen A Schwarz, '86, who taught community health care nursing at The University of Akron's College of Nursing for 20 years.

Without the education and experience that Karen received from UA, Chuck may not have received the care at home from her that he is so grateful for today. This scholarship will assist senior nursing students planning career in community health care nursing.

ORLENA K. THORNTON CREATES SPECIAL ENDOWMENT IN MEMORY OF HER HUSBAND

Orlena K. Thornton established a \$50,000 endowment and an additional \$2,000 to the award account in memory of her late husband, Colonel Clark O. Thornton, '40. This scholarship will support students pursuing a degree in the LeBron James Family Foundation College of Education. The \$2,000 will be awarded this spring to four deserving students.

The Thorntons grew up during the Great Depression, which only allowed for learning and educational opportunities. Because of the role education had in their lives, they consider it such a high priority to assist people in need with higher education opportunities.



Clark O. Thornton '40

CARL A. BERSANI ENDOWED SCHOLARSHIP FOR SOCIOLOGY STUDENTS

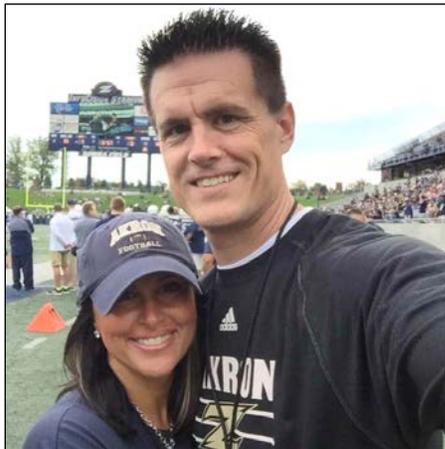
The Carl A. Bersani Endowed Scholarship was established in 2015 by family and friends of Carl A. Bersani, professor emeritus of sociology at The University of Akron. His wife, Carol Bersani provided a gift of \$10,000 to the University in September 2017 on the anniversary of Carl's passing. This scholarship will support undergraduate students in the Department of Sociology.



Carl A. Bersani

Upon retirement, Bersani was a full-time professor at UA for 28 years (1965-1993) and worked part time from 1993 until 2000. Bersani's accomplishments were many, including serving as a key member of the committee that established the UA-Kent Joint Ph.D. program in Sociology, the M.A. program, and the undergraduate degree programs in law enforcement and corrections. He also served four years as head of the Department of Sociology (1976-1980); was the author of many research articles and scholarly presentations on various aspects of crime and deviance; and worked closely with law enforcement agencies, correctional agencies, courts, and intervention centers.

Carol and Carl were married for 50 years prior to his passing on September 24, 2015. Carol, along with her two daughters, Lisa and Michele, are extremely pleased to continue and strengthen Carl's legacy at UA.



MATT '96 AND LISA '86 KAULIG

Alumni Matt '96 and Lisa '86 Kaulig are proud to support their alma mater. While they were students, Matt played quarterback for the Zips' football team and Lisa was a cheerleader.

The Kauligs' latest gift will support UA's marketing efforts through spotlights on Channel 3 WKYC and the Football Enhancement Fund.

THE UNIVERSITY OF AKRON FOUNDATION ANNUAL MEETING

On October 18th, The University of Akron Foundation (UAF) held its annual meeting at the Student Union. Kim Cole, UAF Executive Director, provided opening remarks, followed by Phil Lloyd, UAF Chairman who introduced President Matthew J. Wilson. Other speakers included Kathy Coleman, UAF Stewardship Chair; and Nathan Mortimer, UAF Treasurer.



All UAF Board Members in attendance posed for a group photo along with Zippy.

New UAF Board Members were recognized. Pictured, from left to right: **Carina S. Diamond, Rebecca A. Slayman-Gallagher '79, James D. McCool '82, Joseph E. Reece '84, '87 and Susan Smucker Wagstaff.**



A highlight of the meeting was President Matthew J. Wilson's news about \$20 million designated to The University of Akron from the estate of the late Dr. Jean Hower Taber '04. This represents the single largest contribution in the University's 147-year history.



In celebration of the announcement, the UA Chamber Choir made a surprise entrance and performed a beautiful rendition of UA's alma mater to an appreciative and jubilant audience.

FOUNDATION STEWARDSHIP COMMITTEE MEETING SHOWCASED STUDENTS' KNOWLEDGE ABOUT HEALTHY EATING

On September 22nd, The Food and Environmental Nutrition (FEN) program within the College of Health Professions' School of Nutrition and Dietetics hosted the UA Foundation Stewardship Committee meeting in Schrank Hall.

Students planned, prepared and served a four-course meal to 15 guests, with guidance by Senior Lecturer and UAF Stewardship committee member, Mary Lynn Crowley, and Jennifer Warren Ph.D., R.D., L.D., Assistant Professor of Practice.

While each course was being served, Warren and Crowley presented the FEN curriculum and the hands-on experiences students gain through the program.



Students and faculty from the Food and Environmental Nutrition (FEN) program.

DIVISION OF ADVANCEMENT

ALUMNI RELATIONS

“UA LEGACY PROGRAM”

The University of Akron Alumni Association hosted its first ever “UA Legacy” event. The program was created to further cultivate the relationship that students have with UA through events, service, and more.

For this inaugural event, students met at the Student Union on September 5th to collect their “UA Legacy” mug along with free coffee from Starbucks. Afterward, students mingled with one another and University of Akron President Matthew J. Wilson.



MARATHON WATCH PARTY HELD FOR ALUMNI & FRIENDS

On Saturday, September 23rd The UA Alumni Association held its first Marathon Watch Party for the Akron Children’s Hospital - Akron Marathon. The event was held in conjunction with a UA-sponsored “Hero Zone.” The event was held on-campus in the green space across from “The Edge” and hosted more than 45 UA alumni, family and friends. Attendee’s enjoyed breakfast and cheered on the 10,000+ runners at the 7th mile marker.

MERCHANDISE SALES

The UA Alumni Association continues to raise money for the “Making a Difference, Moving Forward Scholarship Fund” (MDMF) through its merchandise sales. To-date, more than \$5,000 has been raised through this initiative for MDMF.



ALUMNI ASSOCIATION THROWS HOMECOMING PARTY

More than 350 alumni and friends attended the UA Alumni Association’s homecoming party. The Alumni Association offered a ticket package which included a general admission game ticket and entrance into the Alumni Association Pregame Party for \$12.00. The first 300 attendees received a free stadium seat cushion and the opportunity to purchase discounted UA Homecoming shirts of which 325 have been sold to date, raising \$3003.92 for the Making a Difference Moving Forward scholarship campaign.



GOVERNMENT RELATIONS

GREATER AKRON CHAMBER'S INTRACITY VISIT

On Monday, September 11th, Willy Kollman '08, '10, UA Executive Director for Government and Alumni Relations, joined community leaders in attending the Greater Akron Chamber's IntraCity Leadership Visit. The day featured many stops in the City of Akron including Tours of the new Northside District, Cascade Lofts, and Canal Place. There were discussions about the future investment of industry, housing, and entrepreneurship.



CITY OF AKRON/STATE OF OHIO SYMPOSIUM AND PRESS CONFERENCE

On Monday, October 9th, Willy Kollman attended a morning symposium presented by the City of Akron, State of Ohio, and G. Stephens Company. The symposium featured a variety of community leaders who shared their views on how infrastructure projects can stimulate economic impact and foster inclusion to benefit the community.

INTER-UNIVERSITY COUNCIL MEETING IN COLUMBUS

On Tuesday, October 24th, Willy Kollman traveled to Columbus to attend the Inter-University Council Meeting for Government Relations professionals.



ANNUAL CANDIDATE & ELECTED OFFICIAL RECEPTION

On October 25th, The Greater Akron Chamber of Commerce hosted its Annual Candidate & Elected Official Reception at The Game restaurant in downtown Akron. Willy Kollman attended the event, strengthening UA's presence amongst local leaders.

FINANCE & ADMINISTRATION COMMITTEE

TAB 12

**UNIVERSITY COMMUNICATIONS AND
MARKETING REPORT**

REPORT TO THE BOARD OF TRUSTEES

University Communications and Marketing

DECEMBER 2017



NEW SPOTS WITH LEBRON JAMES AND STUDENTS FROM HIS FOUNDATION

To support enrollment, our latest videos in partnership with the LeBron James Family Foundation feature our students alongside LeBron James and inspiring students from his I PROMISE program.

The videos underscore the benefits of an education at UA. They run on network TV and in digital media in Northeast Ohio, Pittsburgh, suburban Chicago and Erie, Pa.

See the videos and stories of the UA students profiled at uakron.edu/stories (right).

The screenshot shows the University of Akron website's 'Stories' page. At the top, there is a navigation bar with links for 'My Akron', 'Virtual Tour', 'Calendar', 'Maps', 'Jobs', and 'Giving'. Below the navigation is a search bar and a horizontal menu with categories: 'ABOUT UA', 'ADMISSIONS', 'ACADEMICS & MAJORS', 'CAMPUS LIFE', 'OFFICES & DEPARTMENTS', 'RESEARCH', and 'LIBRARIES'. A blue banner below the menu reads 'THAT'S WHAT MAKES US ZIPS!'. The main content area features a grid of six student profile cards, each with a photo, a title, a short bio, and a 'Meet [Name]' link.

Living out a dream	Great expectations	Now confident and accomplished
<p>Why dream dreams when you can live them? Whether he's playing football, singing or writing, Hayden Oliver has lived out one dream after another at UA.</p> <p>Meet Hayden ></p>	<p>Drake Emley began by building LEGOS. Now, after building orthopedic implants for real patients through his UA group, he's building a career at Johnson & Johnson.</p> <p>Meet Drake ></p>	<p>Emma Twissick remembers being a "tomboy and scared" freshman. Now, thanks to the Akron Experience, she is a confident double major, soccer player, and intern at a local company.</p> <p>Meet Emma ></p>
From UA to med school	Bolts of brilliance	Small-campus feel
<p>Research, learning, three world-class hospitals, education abroad and a support system of friends and faculty at UA. The program looks good for Hannah Sheehan, an aspiring pediatrician.</p> <p>Meet Hannah ></p>	<p>Determined and curious, and a repeat winner of high school science fairs, Alexa Vogel had the "potential energy" of a thunderbolt. UA provided the fuel, and the lightning struck.</p> <p>Meet Alexa ></p>	<p>Spencer Ensky, a comedian who majoring in UA's unique cybersecurity program, feared he would be "just another number" on a list. But there was a surprise — and welcome — glitch in his thinking.</p> <p>Meet Spencer ></p>

Save \$16,000 over four years.

We're investing in out-of-state students by lowering our already affordable tuition.

The University of Akron



CAMPAIGN FOR OUT-OF-STATE STUDENTS PROMOTES TUITION BREAK AND GREAT OPPORTUNITY HERE

To inform out-of-state students about the new decrease in tuition for them, UCM helped get the word out via a postcard (above) that touted the \$16,000 savings over four years AND the Akron Guarantee Scholarship.

The message was also sent to the out-of-state group via Pandora Internet Radio, email and a letter from President Matthew Wilson.

The College of Engineering

From Co-ops to Concrete Canoes, UA Engineering graduates achieve great things and are in high demand.

The University of Akron

uakron.edu/engineering

96% JOB PLACEMENT WITHIN SIX MONTHS OF GRADUATION

\$63,065 AVERAGE STARTING SALARY

PROMOTING THE EXCELLENCE IN OUR COLLEGES

With Admissions, we crafted 11 academic postcards that highlight various colleges and academic areas on campus.

The postcards are being sent to students who self-identify their areas of interest to Admissions. The postcards provide prospective students more in-depth information about their areas of interest, including facts about co-ops, scholarships, facilities, rankings, student organizations, job-placement rates and more.

UNIVERSITY COMMUNICATIONS AND MARKETING

PROMOTING RECRUITMENT ACROSS OUR SOCIAL MEDIA CHANNELS

Instagram

- We post weekly student life features on Instagram Stories
- We profile a student organization weekly on Instagram Stories
- We engage with prospective students who tag posts with #FutureZip, congratulating them on admission and encouraging them to send questions via direct messages.
- We develop original content that shows off student successes (right) and opportunities, with prospects in mind.



Facebook

- We have carried out many Facebook Live campus tours – answering questions live and showing off areas of campus per request from viewers. Students lead the tours.



Student Nathan Hill speaks during a live tour of downtown on Facebook last summer. It's part of our continuing effort to show the benefits of UA and its metropolitan setting.

- We answer questions from parents (some prospective students reach out themselves).
- We create and promote attendance at Visit Days via ads and boosts to prospect lists (self-inquiry and purchased lists of people who have not yet visited campus).

Snapchat

- Admissions officers display Snapcode table tents at school visits and conferences so high school students can scan the code and immediately follow the UA account. Also Snapcodes have been placed on the campus tour route.
- We schedule weekly student takeovers to showcase campus, internship opportunities, student life, student organizations, events and departmental tours.
- We hold Virtual Visit Days – campus tours that can be directed by viewers. The last tour received over 20 questions from prospective students about housing, scholarships, specific programs, etc.
- We use GeoFilters for Admissions' Visit Days (right), as well as permanent campus filters that reach tens of thousands of students in the networks of visiting or current students.
- We engage daily with prospective students – answering their questions and showing off parts of campus if they request something specific. Social Media Specialist Meghan Meeker responds to all prospective students' snaps.



Twitter

- We engage with #FutureZip posts, congratulating users on their acceptance to UA and encouraging them to reach out with questions.
- We post about UA wins and notable programs, and answer questions in a fun, humorous way to demonstrate service excellence to prospective students and parents.

UNIVERSITY COMMUNICATIONS AND MARKETING

VIDEO HONORS JEAN HOWER TABER AND THE EFFECT OF HER GIFT



We created a video that profiles Jean Hower Taber and describes how her \$20 million gift will benefit students for generations to come.

It was shown during the annual meeting of The University of Akron Foundation on Oct. 19, when President Matthew Wilson announced the gift, and it appeared in social media, on our website and in news stories.

See it at uakron.edu/im/news/ua-to-receive-largest-gift-in-its-history



ONLINE STORE RAISES DOLLARS FOR STUDENT SCHOLARSHIPS

For Homecoming, Alumni, UCM and Development ran a successful soft launch of an online retail store selling unique, limited-edition UA merchandise not available anywhere else. In just one week, 323 shirts were sold, totaling \$5,567. Of that, \$3,081 went to the Making a Difference, Moving Forward scholarship campaign. An expanded store, offering numerous items, will be available in early December.

A screenshot of the website for the School of Sport Science and Wellness Education. The header includes the school's name and a tagline: "Preparing students to become competent and responsible professionals in the field(s) of Athletic Training, Exercise Science, Health & Physical Education, and Sport Studies." Below the header are four small images with labels: "ACADEMICS" (a student working on a computer), "ADMISSION" (a student talking to a staff member), "CAREERS" (a student in a lab setting), and "ENGAGEMENT" (a student in a gym). To the right is a "News" section with a tweet and a news article snippet. At the bottom is a "Contact" section with the school's address and phone number.

NEW SPORT SCIENCE WEBSITE

Working with the School of Sport Science and Wellness Education, UCM has launched a new, highly visual website for the program.

The new site is easier to navigate, focuses on the real-world experience our students gain, career outcomes, and alumni testimonials – all sought-after information by prospective undergraduate and graduate students.

UNIVERSITY COMMUNICATIONS AND MARKETING

MEDIA RELATIONS: TELLING OUR STORY

Highlights in the last two months of our efforts to inform the public through the news media of the extraordinary activities on campus:

We spread the news about the bequest of more than \$20 million from Jean Hower Taber to the University. Outlets reporting the story included the Los Angeles Times, the Kansas City Star, WOIO-TV, 1590 WAKR, 89.7 WKSU, WKYC-TV, Cleveland.com, Crain's Cleveland Business, the Akron Beacon Journal and the Canton Repository.

We generated extensive media coverage for the renovation of UA's School of Law building via a media tour and other media outreach. Cleveland.com, the Akron Beacon Journal, Law.com, The West Side Leader, The Buchtelite and The Record Courier covered the story.

We pitched coverage by Cleveland.com, WKYC-TV 3, WKSU-FM, the Akron Beacon Journal and WOIO-TV 19 of the new Bike Share program.

We attracted significant media attention for the opening of the International Center in Buchtel Hall. The ribbon-cutting event was reported on by cleveland.com, the Akron Beacon Journal and Crain's Cleveland Business.

We supported stories about President Matthew Wilson's remarks at the Akron Roundtable by the Akron Beacon Journal and WCPN-FM.

The screenshot shows a Law.com article from September 08, 2017, by Karen Sloan. The headline is "Law Schools Begin Classes in Fancy New, Upgraded Digs". The sub-headline reads: "A new school year means a new look for several law schools. Students at the University of South Carolina School of Law returned this fall...". The article features a photograph of the University of Akron School of Law building. A sidebar on the right lists trending stories, including "Gordon Rees Partner Leaves Management After 'Hannity' Appearance" and "Suspended Sheriff to Pay \$3M After Warrantless Search of High School Students".

The screenshot shows the front page of the Akron Beacon Journal, dated Friday, October 20, 2017. The main headline is "Garrett prepares to 'test his limits' against Titans Pro Bowl tackle". Other headlines include "LUE SAYS TURNING PLAYERS INTO TEAM MAY TAKE PATIENCE" and "Local organizations look to educate renters on their rights to hold landlords accountable". The page also features a "Higher education" section with a large headline: "\$20 million donated to University of Akron".

Schools

Director's texts that 'crossed line' lead to resignation

Stow-Munroe Falls band members told investigators of inappropriate messages sent by veteran leader

By Paul Schels
Senior Journal staff writer

STOW—The Stow-Munroe Falls Board of Education on Thursday afternoon accepted the resignation of longtime high school band director Brian Monroe, who was accused of sending inappropriate texts with students.

The district launched an investigation on Aug. 30 after three students reported text messages that were frequent, often after 10 p.m., and left them feeling uncomfortable.

Texts from Monroe included messages mocking another student, discussing students' personal lives, sharing photos of students taken without consent, crude words, crude jokes, calling one student a "bitch" and a "thorball," discussing his own dating life and comments like "I love you," "I miss you," and "I wish you were here."

"Without a doubt, he crossed the line occasionally, making both me and my parents uneasy to say the least," one student reported, according to a Sept. 27 report sent by the district's legal counsel, Koestel & Anderson, to the Ohio Department of Education Office of Professional Conduct.

Monroe has been a band director at Stow-Munroe Falls for 27 years. The band has about 275 students.

Superintendent Tom Brunner said Monroe was invited to make a rebuttal to the allegations, but he declined to do so.

From after her death, she's still

Photo: Greg Bland, AA

Higher education

\$20 million donated to University of Akron



University of Akron President Matthew Wilson (left) speaks about a donation made by the late Jean Hower Taber as Taber's sister-in-law Claudia Hower looks on during a news conference Thursday. (LEFT) LANCE/CPD for the Akron Journal

Jean Hower Taber, descendant of Quaker Oats founder, leaves largest gift ever received by school. Money will provide scholarships and fund historic house

By Rick Armon
Senior Journal staff writer

Jean Hower Taber spent her lifetime volunteering and donating to the school's Victorian mansion that her family donated to UA in 1970 and where she lived for the first five years of her life.

From after her death, she's still

The remainder will help with programming and maintenance of the school's Hower House, the 1871 Victorian mansion that her family donated to UA in 1970 and where she lived for the first five years of her life.

Center. Taber's donation is one of the largest gifts to a public university in the nation this year, UA officials said.

"We'd like to say how proud we are of her," said Armon.

We assisted the Akron Beacon Journal and WKSU-FM with their coverage of this year's Black Male Summit.

We advised the Akron Beacon Journal and other media about the UA Press' inclusion on the list of finalists for the National Book Awards.

We spurred coverage about the reduction in tuition and the availability of the Akron Guarantee Scholarship—both for out-of-state students—by the Akron Beacon Journal, cleveland.com and WKYC-TV 3.

We worked with reporters from cleveland.com, the Akron Beacon Journal, Crain's Cleveland Business and the Record-Courier following the announcement of the extension of President Wilson's contract.

We advocated for coverage of our partnership with Barberton High School on an Early College program. The Akron Beacon Journal story was picked up and distributed widely by the Associated Press.

We promoted coverage of the Global Classroom, a UA political science class bringing together students on four continents, by the Akron Beacon Journal.

UNIVERSITY COMMUNICATIONS AND MARKETING

RIVALRY VIDEO TELLS WAGON-WHEEL STORY AHEAD OF BIG GAME

To attract more fans to the UA-Kent football game, we collaborated with KSU to reveal another reason behind the rivalry between the schools and their mascots, Zippy and Flash.

Before the schools' basketball teams squared off last winter, videos explaining a 'love story ending in heartbreak' between UA's beloved kangaroo and Kent State's golden eagle went viral and received more than 150,000 views.

This time, the conflict between UA and Kent State is traced back even further, to the founding of each school. Of course, once again, there are two sides to the story.

The videos, set in the year 1867, show that neither mascot has the other's best interests in mind as they attempt to found a college together. The result is the theft of a wagon wheel and the founding of two separate universities.



Zippy and Flash in period costumes in the Cuyahoga Valley National Park, shooting a scene for a video explaining the backstory to the rivalry.

FINANCE & ADMINISTRATION COMMITTEE

TAB 13

CAPITAL PROJECTS REPORT



INTEROFFICE CORRESPONDENCE
Capital Planning and Facilities Management
EXT - 8316 FAX - 5838

TO: Nathan J. Mortimer, CPA
Vice President of Finance and Administration/CFO

FROM: Misty M. Villers, CPA *M. Villers*
Assistant to the VP/Fiscal Officer, CPFM

DATE: November 6, 2017

SUBJECT: Capital Planning and Facilities Management: Informational Report for the Board of Trustees as of October 31, 2017.

Accompanying please find the following sections for Capital Planning & Facilities Management:

- A. Status of Projects \$100,000 or larger
- B. Change Orders
- C. Photos of Select Projects

SECTION

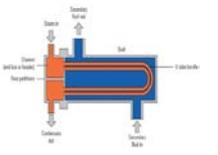
A

**Status of Projects
\$100,000 or larger**

PROJECT NAME	PROJECT FUNDING	IMAGE	DESCRIPTION	STATUS	
Akron Polymer Training Center Wet Lab 109	\$312,500 Local Funds		Convert Room 109 from a training lab to a wet Chemistry lab.		Closeout complete.
Arts & Sciences Building Boilers	\$600,000 State Capital Funds		Install (4) boilers in Arts & Sciences Building due to failure in HTHW line that connects the building to the University district heating system. <u>Construction schedule: 10/2017 - 01/2018.</u>		Construction 5% complete. Building heat restored 12/01/17.
ASEC Exterior Façade and Lower Roof Replacement (BOT Approval: 06/10/15 & 04/19/17)	\$5,100,000 State Capital Funds		Restore deteriorating masonry façades and remove/replace roof membranes on lower roof. Renovate elevator in North Tower. <u>Construction schedule phase II: 05/2017 - 01/2018.</u>		Phase II construction complete. North Tower elevator upgrades to be completed by 01/2018.
Buchtel Hall HVAC Replacement	\$150,000 State Capital Funds		Replace HVAC system in Buchtel Hall.		Closeout in progress.
Campus Hardscape	\$1,000,000 State Capital Funds		Replace/renovate walkways, streets, steps and ramps. Phase I: High traffic and ADA paths of travel. <u>Phase I construction schedule: 08/2017 - 11/2017.</u>		Phase I construction 90% complete.
CBA Addition	\$4,775,000 Donations <u>425,000 Local</u> <u>\$5,200,000 Total</u> Donations include firm pledges		12,000 sf addition with classrooms, offices and learning commons and 3,000 sf renovations in current CBA Building.		Design in progress.
Center for the History of Psychology Museum Exhibits (BOT Approval: 08/16/17)	\$2,500,000 Donations Phase I \$1,425,000 Phase II \$1,075,000		Develop 5,000 sf of museum/exhibit space.		Fabrication of Phase I in progress. Phase I funding is assembled. Phase II deferred until funding assembled.
Central Hower Infrastructure (BOT Approval: 02/15/17)	\$1,200,000 State Capital Funds		Extend campus electric and chilled water to Central Hower. <u>Construction schedule: 03/2017 - 11/2017.</u>		Construction 80% complete.

Note: For purposes of this section, local funds represent general fund resources including IDC and start ups plus bond proceeds and auxiliaries, etc.

- Project over budget or delayed.
- Project within budget and on schedule.
- Project substantially complete and/or closeout underway.

PROJECT NAME	PROJECT FUNDING	IMAGE	DESCRIPTION	STATUS	
Chilled Water System Cooling Towers #1 and #3 Improvements	\$826,000 State Capital Funds		Phase I: Cooling Tower #1 Rebuild. Phase II: Piping replacements for Cooling Towers #1 & #3.		Closeout in progress.
E.J. Thomas Renovations	\$1,130,000 State Capital Funds		Phase I: Renovate the Spray Polyurethane Roof (SPUF). Phase II: Exterior Restoration. Phase III: Interior Renovation.		Closeout in progress.
Electrical Infrastructure Loops (BOT Approval: 04/19/17)	\$2,775,000 State Capital Funds		Replace central campus deteriorated 4,160 volt cable and duct bank with 23,000 volt loop and duct bank. In addition, provide alternate feeds to Exchange Street and South Hall Student Residences to create a secondary loop. Replace deteriorated transformers at Bierce Library & Ayer/Crouse Hall. <u>Construction schedule: 05/2017 - 01/2018.</u>		Construction 80% complete.
General Lab Renovations (BOT Approval: 04/13/16)	\$4,000,000 State Capital Funds		Cosmetic repair / upgrades of teaching and laboratory casework and finishes. Phase I: Knight Chemical Laboratory. Phase II: Goodyear Polymer Building, Olson Research Center, and Auburn Science and Engineering Center.		Phase I: closeout complete. Phase II: RFQ due 11/06/17 for design/build.
Grant High Rise Abatement, Razing, and Green Space (BOT Approval: 08/16/17)	\$1,500,000 State Capital Funds		Abate and raze Grant residence high rise and townhouses. Site restoration to create green space. <u>Schedule: 09/2017 - 01/2018.</u>		Abatement and razing of townhouses complete. Abatement of Grant high rise 90% complete.
Heat Exchanger Replacement	\$390,000 State Capital Funds		Replace Knight Chemical and Mary Gladwin heat exchangers and install new domestic hot water system. <u>Construction schedule: 05/2017 - 11/2017.</u>		Construction 95% complete.
IT Cabling and Network Switches (BOT Approval: 06/12/17)	\$6,564,000 State Capital Funds		Upgrade cabling/wiring network connectivity in numerous buildings, network edge access equipment and two-way radio system from analog to digital. <u>Schedule Phase I: 06/2017 - 11/2018.</u>		Phase I network switches received. Two-way radios ordered. Phase II design in progress.

Note: For purposes of this section, local funds represent general fund resources including IDC and start ups plus bond proceeds and auxiliaries, etc.

-  Project over budget or delayed.
-  Project within budget and on schedule.
-  Project substantially complete and/or closeout underway.

PROJECT NAME	PROJECT FUNDING	IMAGE	DESCRIPTION	STATUS	
InfoCision Stadium LJFF I Promise Suite	\$732,000 Contractual Agreement funded by LJFF		Build-out 7,000 sf of vacant space for the I Promise Project.		Design in progress.
Institute for Human Science & Culture	\$5,000,000 Donations		Renovate third and fourth floors of Roadway Building.		Design in progress.
JAR Arena Renovation - AV Upgrades (BOT Approval: 08/16/17)	\$1,600,000 Donations and Contractual Agreement		Replace scoreboard and sound system at JAR Arena. <u>Schedule: 08/2017 - 11/2017.</u>		Closeout in progress.
Law School Renovation (BOT Approval: 06/11/14, 12/09/15 & 04/13/16)	\$20,000,000 Combination of Sources		Renovate the Law School.		Closeout in progress.
Polsky Exterior Façade Restoration (BOT Approval: 08/16/17)	\$1,775,000 State Capital Funds		Restore terra cotta façade, painting and repair of canopy, landscaping, and signage. <u>Construction schedule: 09/2017 - 09/2018.</u>		Construction 20% complete.
Roof Replacements (BOT Approval: 04/19/17)	\$811,000 State Capital Funds		Roof replacements to Ayer Hall, JAR Arena, Lincoln Building and Roadway Building.		Closeout in progress.
Schrank Deck	\$242,000 Local Funds		Replace deteriorated expansion joints and drains in the upper portion of the parking deck over occupied space below.		Design in progress.
UAPD Relocation and Renovation	\$430,000 State Capital Funds		Renovate space and relocate University of Akron Police and Environmental and Occupational Health and Safety. Abate and raze Trecaso Building and create green space.		Closeout in progress.

Note: For purposes of this section, local funds represent general fund resources including IDC and start ups plus bond proceeds and auxiliaries, etc.

- Project over budget or delayed.
- Project within budget and on schedule.
- Project substantially complete and/or closeout underway.

PROJECT NAME	PROJECT FUNDING	IMAGE	DESCRIPTION	STATUS	
Underground Vaults/Mechanical Phase I (BOT Approval: 06/15/16)	\$2,778,000 State Capital Funds <u>127,000 Local</u> <u>\$2,905,000 Total</u>		Replace three deteriorating HTHW vaults along with piping between vaults and valves. Vaults BL, KJ, and PS. Interior work added on vault LR.		Closeout in progress.
Wayne HVAC Controls and Associated Ductwork Modification	\$175,000 State Capital Funds		Modify and install building automation. <u>Construction schedule: 08/2017 - 11/2017.</u>		Construction 15% complete.
Wayne Roof Replacement - Wing A and Library	\$600,000 State Capital Funds		Replace roof.		Closeout in progress.

Note: For purposes of this section, local funds represent general fund resources including IDC and start ups plus bond proceeds and auxiliaries, etc.

- Project over budget or delayed.
- Project within budget and on schedule.
- Project substantially complete and/or closeout underway.

SECTION

B

Change Orders

CHANGE ORDERS PROCESSED FROM SEPTEMBER 1, 2017 THROUGH OCTOBER 31, 2017ASEC EXTERIOR FAÇADE AND LOWER ROOFS REPLACEMENT (PROJECT# UAK150004)**Dunlop & Johnston, Inc.**

001-02	Brick staining	\$5,410
002-02	Add window shades	10,484
		<u>\$15,894</u>

BUCHTEL HALL HVAC REPLACEMENT (PROJECT# UAK130010)**Cline Mechanical, Inc.**

001-01	Provide 15hp fan motor in lieu of specified 10hp	\$1,212
		<u>\$1,212</u>

CENTRAL HOWER INFRASTRUCTURE (PROJECT# UAK150013)**Synergy, LLC**

010-03	Furnish (6) six power fuses	\$1,663
011-03	Feed Siemens control panel from electrical panel	2,417
012-03	Replace existing 8" storm drain line and associated work	16,997
013-03	Abate and demo asbestos containing ceiling in mechanical room	14,459
014-03	Repair existing flag pole	937
		<u>\$36,473</u>

EJ THOMAS RENOVATIONS (PROJECT# UAK150014)**Feghali Brothers, LLC**

005-01	Demo drywall and corner bead south wall and trim and paint around (10) ten doors	\$5,517
006-01	Install panels in two elevators	4,958
		<u>\$10,475</u>

ELECTRICAL INFRASTRUCTURE LOOPS (PROJECT# UAK150012)**Speelman Electric, Inc.**

001-01	Run duct bank around utilities not shown on bid documents	\$48,777
002-01	Fill trenches between Exchange Housing and Galucci Hall and regrade	8,388
003-01	Add foundation, gas line, and associated work near Bierce Library	8,144
004-01	Remove, repair, and re-install steel sculpture at Ayer Hall	10,921
005-01	Storm drain	2,726
006-01	Repair 20" storm line in front of Carroll Street substation not shown on bid documents	2,357
007-01	Demo abandoned chilled water/steam lines and rework storm line due to leaks in Ayer mechanical room	50,174
008-01	Provide bus pads and lugs in lieu of bus duct in existing Bierce Vault	(10,565)
010-01	Provide retaining wall and additional grading near Ayer Hall	3,899
011-01	Move electrical equipment platform near Ayer Hall	701
		<u>\$125,522</u>

HEAT EXCHANGER REPLACEMENTS (KNCL) (PROJECT# UAK130005)**MIELKE Mechanical, Inc.**

002-03	Relocate Metasys DCM panel and all associated points	\$5,275
003-03	Replace failing HTHW isolation valves	18,556
		<u>\$23,831</u>

LAW SCHOOL RENOVATION (PROJECT# UAK100008)**VendRick Construction, Inc.**

121-07	Revise storage room, modifications to counter tops and sink, and mold remediation	\$8,481
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R.T. Hampton Plumbing & Heating, Inc.

018-10	Deduct sump pump work	(6,155)
		<u>\$2,326</u>

ROOF REPLACEMENTS (PROJECT# UAK170001)**Cardinal Maintenance Roofing, Inc.**

007-01	Repair exposed lintels above 3rd floor Lincoln Building windows	\$23,285
009-01	New roof flashing termination bar and counterflashing at Lincoln Building	1,525
		<u>\$24,811</u>

WAYNE ROOF WING A AND LIBRARY RENOVATION (PROJECT# UAK150009)**Campopiano Roofing, Inc.**

001-01	Change base layer of roofing system	\$0
002-01	Deduct unit price allowance of tectum, wood decking, and concrete restoration	(12,230)
		<u>(\$12,230)</u>

Net	<u>\$228,314</u>
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SECTION

C

Photos of Select Projects

Arts & Sciences Building Boilers



Buchtel Hall HVAC Replacement



Central Hower Infrastructure



Central Hower Infrastructure



Electrical Infrastructure Loops – Bierce Transformer



Electrical Infrastructure Loops – Ayer Hall Transformer and Generator



Electrical Infrastructure Loops – Ayer Hall



Electrical Infrastructure Loops – Ayer Hall



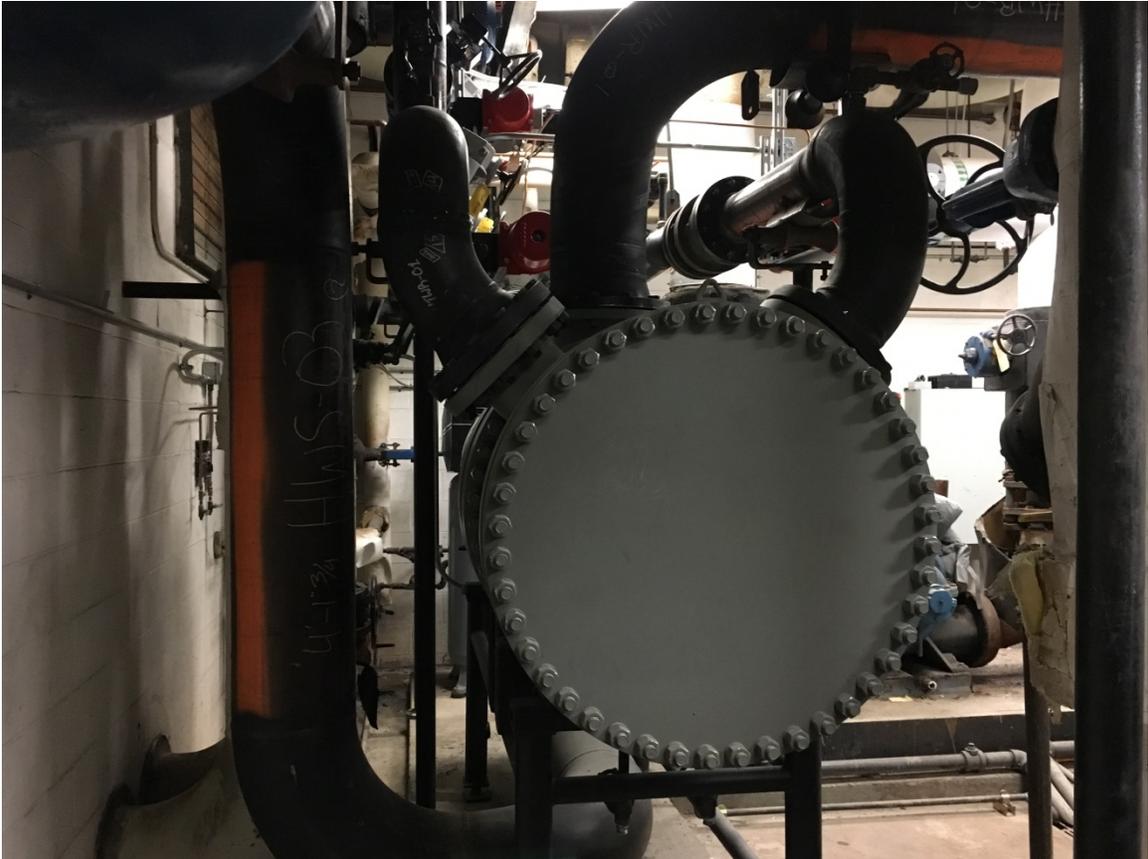
Grant High Rise Abatement, Razing, and Green Space – Townhouse Demolition



Heat Exchanger Replacement – Knight Chem



Heat Exchanger Replacement – Knight Chem



JAR Arena Renovation – AV Upgrades



Law School Renovation



Law School Renovation



Law School Renovation



Law School Renovation – David and Ann Amer Brennan Courtroom



Roof Replacement - Lincoln



Roof Replacement - Lincoln



Underground Vaults/Mechanical Phase I



December 6, 2017
Board Meeting

Presiding:
Warren L. Woolford

1	*Proposed Curricular Changes
2	*Tentative Graduation List and Statistics for Fall 2017
	For Information Only
3	Action Report to the Chancellor on Duplicative Programs per ORC 3345.35
4	Report to the Chancellor on Remediation of Students per ORC 3345.062
5	Enrollment Management Report
6	Research Report
7	Student Success Report
8	Information Technology Report
*	CONSENT AGENDA: ITEMS 1, 2

**ACADEMIC ISSUES & STUDENT SUCCESS
COMMITTEE**

TAB 1

CURRICULAR CHANGES

The Academic Issues & Student Success Committee will be asked to consider the following curricular changes at its meeting on December 6, 2017.

New Programs:

Establish a new Bachelor of Arts – National Security Track in the Buchtel College of Arts and Sciences, Department of Political Science, proposal #17-20030

This program is designed to prepare students for a career in international security and diplomacy.

Establish a new Associate of Arts – Communication Track in the College of Applied Science and Technology, Department of Applied General and Technical Studies, proposal #17-21026

This new Associate of Arts Communication Track is an interdisciplinary collaboration between the Department of Applied General and Technical Studies and the School of Communication to streamline the transition of students to a Bachelor of Communication.

Establish a new undergraduate certificate in Construction Field Operations in the College of Applied Science and Technology, Department of Engineering and Science Technology, proposal #17-19908

This new certificate provides knowledge and skills to work in construction as a field supervisor, construction inspector or superintendent. This certificate provides a seamless pathway into the Associate of Applied Science Construction Field Operations degree.

THE UNIVERSITY OF AKRON

RESOLUTION 12- -17

Proposed Curricular Changes

BE IT RESOLVED, that the recommendations presented by the Academic Issues & Student Success Committee on December 6, 2017 for the following curricular changes, as recommended by the Faculty Senate, be approved.

- Establish a new Bachelor of Arts – National Security Track in the Buchtel College of Arts and Sciences, Department of Political Science
- Establish a new Associate of Arts – Communication Track in the College of Applied Science and Technology, Department of Applied and General Technical Studies
- Establish a new undergraduate Certificate in Construction Field Operations in the College of Applied Science and Technology, Department of Engineering Science and Technology

M. Celeste Cook, Secretary
Board of Trustees

**ACADEMIC ISSUES & STUDENT SUCCESS
COMMITTEE**

TAB 2

TENTATIVE GRADUATION LIST FOR FALL 2017

Please note that this summary may include degree candidates who will not complete academic degree requirements and/or reconcile all financial obligations to The University of Akron.

Juris Doctor		22	
Master of Laws		1	
	School of Law		23
			23
			23
Doctor of Philosophy		10	
	Buchtel College of Arts and Sciences		10
Doctor of Philosophy		16	
	College of Engineering		16
Doctor of Philosophy		2	
	The LeBron James Family Foundation College of Education		2
Doctor of Philosophy		14	
	College of Polymer Science and Polymer Engineering		14
Doctor of Nursing Practice		4	
Doctor of Philosophy		4	
	College of Health Professions		8
			50
			50
Master of Applied Politics		2	
Master of Arts		11	
Master of Arts in Political Science		3	
Master of Music		6	
Master of Public Administration		13	
Master of Science		40	
	Buchtel College of Arts and Sciences		75
Master of Science in Biomedical Engineering		3	
Master of Science in Chemical Engineering		2	
Master of Science in Civil Engineering		12	
Master of Science in Electrical Engineering		13	
Master of Science in Engineering		3	
Master of Science in Mechanical Engineering		11	
	College of Engineering		44
Master of Arts in Education		24	
Master of Science in Curriculum and Instruction		9	
Master of Science in Education		2	
	The LeBron James Family Foundation College of Education		35
Master of Arts		8	
Master of Business Administration		28	
Master of Science in Accountancy		1	
Master of Science in Management		14	
Master of Taxation		2	
	College of Business Administration		53
Master of Science		4	
Master of Science in Polymer Engineering		3	

College of Polymer Science and Polymer Engineering		7
Master of Arts in Education	12	
Master of Arts in Speech - Language Pathology	5	
Master of Public Health	1	
Master of Science in Education	16	
Master of Social Work	2	
College of Health Professions		36
Masters Degree Candidates		250
Bachelor of Arts	146	
Bachelor of Arts in Anthropology	1	
Bachelor of Arts in Business and Organizational Communication	2	
Bachelor of Arts in Family and Child Development	12	
Bachelor of Arts in Fashion Merchandising	4	
Bachelor of Arts in Multidisciplinary Studies	15	
Bachelor of Fine Arts	12	
Bachelor of Music	9	
Bachelor of Science	33	
Bachelor of Science in Computer Science	12	
Bachelor of Science in Political Science/Criminal Justice	25	
Buchtel College of Arts and Sciences		271
Bachelor of Science in Biomedical Engineering	5	
Bachelor of Science in Chemical Engineering	1	
Bachelor of Science in Civil Engineering	9	
Bachelor of Science in Mechanical Engineering	34	
College of Engineering		49
Bachelor of Arts in Education	17	
Bachelor of Science in Education	67	
The LeBron James Family Foundation College of Education		84
Bachelor of Arts	2	
Bachelor of Business Administration	115	
Bachelor of Science in Accounting	28	
College of Business Administration		145
Bachelor of Arts	4	
Bachelor of Arts in Child Life Specialist	5	
Bachelor of Arts in Speech - Language Pathology and Audiology	3	
Bachelor of Arts/Social Work	36	
Bachelor of Science in Dietetics	1	
Bachelor of Science in Education	27	
Bachelor of Science in Exercise Science	31	
Bachelor of Science in Food and Environmental Nutrition	4	
Bachelor of Science in Nursing	32	
College of Health Professions		143
Bachelor of Science in Automated Manufacturing Engineering Technology	8	
Bachelor of Science in Computer Information Systems	12	
Bachelor of Science in Construction Engineering Technology	11	
Bachelor of Science in Electronic Engineering Technology	7	
Bachelor of Science in Emergency Management and Homeland Security	8	
Bachelor of Science in Mechanical Engineering Technology	17	
Bachelor of Science in Organizational Supervision	51	

Bachelor of Science in Surveying and Mapping	3	
College of Applied Science and Technology		117
Baccalaureate Degree Candidates		809
Associate of Applied Science in Criminal Justice Technology	13	
Associate of Applied Science in Early Childhood Development	1	
Buchtel College of Arts and Sciences		14
Associate of Applied Science in Medical Assisting Technology	4	
Associate of Applied Science in Radiologic Technology	2	
College of Health Professions		6
Associate of Applied Business in Business Management Technology	4	
Associate of Applied Business in Computer Information Systems	16	
Associate of Applied Business in Hospitality Management	8	
Associate of Applied Business in Marketing and Sales Technology	2	
Associate of Applied Science in Construction Engineering Technology	11	
Associate of Applied Science in Electronic Engineering Technology	4	
Associate of Applied Science in Emergency Medical Services Technology	2	
Associate of Applied Science in Fire Protection Technology	1	
Associate of Applied Science in Geographic and Land Information Systems	1	
Associate of Applied Science in Land Surveying	1	
Associate of Applied Science in Manufacturing Engineering Technology	3	
Associate of Applied Science in Mechanical Engineering Technology	8	
Associate of Arts	35	
Associate of Science	11	
Associate of Technical Study	2	
College of Applied Science and Technology		109
Associate of Applied Business in Business Management Technology	4	
Associate of Applied Business in Health Care Office Management	3	
Associate of Applied Science in Paraprofessional Education	4	
Associate of Arts	5	
Associate of Science	2	
Wayne College		18
Associate Degree Candidates		147

1,279 Total Degrees



Office of the University Registrar • Division of Student Success

Cumulative Awarded Degrees

Term	Undergraduate		Graduate		Law		Total Degrees
	Associate	Baccalaureate	Master's	Doctoral	Master's	Doctoral	
Total Degrees Awarded through Spring 2012							183,530
Summer 2012	141	476	315	43			975
Fall 2012	197	888	234	28	2	36	1,385
Spring 2013	389	1,631	562	39	7	130	2,758
AY 2012-2013	727	2,995	1,111	110	9	166	5,118
Summer 2013	265	490	300	53			1,108
Fall 2013	186	829	254	47	2	28	1,346
Spring 2014	383	1,712	603	26	12	98	2,834
AY 2013-2014	834	3,031	1,157	126	14	126	5,288
Summer 2014	123	468	270	53			914
Fall 2014	216	842	244	36	3	32	1,373
Spring 2015	390	1,823	586	42	5	110	2,956
AY 2014-2015	729	3,133	1,100	131	8	142	5,243
Summer 2015	137	453	296	58			944
Fall 2015	202	868	236	44	2	34	1,386
Spring 2016	369	1,837	585	38	4	91	2,924
AY 2015-2016	708	3,158	1,117	140	6	125	5,254
Summer 2016	121	403	285	60			869
Fall 2016	187	801	241	50	0	29	1,308
Spring 2017	326	1,828	589	57	2	92	2,894
AY 2016-2017	634	3,032	1,115	167	2	121	5,071
Summer 2017	109	349	216	62			736
Fall 2017							0
Spring 2018							0
AY 2017-2018	109	349	216	62	0	0	736
Total Degrees Awarded through Spring 2017							210,240

THE UNIVERSITY OF AKRON

RESOLUTION 12- -17

Proposed Degree Recipients for Fall 2017

BE IT RESOLVED, that the recommendation presented by the Academic Issues & Student Success Committee on December 6, 2017, pertaining to the Proposed List of Degree Recipients for The University of Akron Fall Commencement 2017, contingent upon candidates' fulfillment of requirements and subject to approval by the Faculty Senate at its meeting on December 7, 2017, be approved.

M. Celeste Cook, Secretary
Board of Trustees

December 6, 2017

**ACADEMIC ISSUES & STUDENT SUCCESS
COMMITTEE**

APPENDIX 2

TENTATIVE GRADUATION LIST FOR FALL 2017

**The University of Akron
Office of the University Registrar
Prospective Degree Candidates for 2017 Fall**

Following are the names of prospective degree candidates who have applied by Monday, November 20, 2017. This list may include degree candidates who will not complete academic degree requirements and/or reconcile all financial obligations to The University of Akron.

In the event of extenuating circumstances where a student applies late or has been inadvertently omitted from this list, authority is hereby granted to the Senior Vice President and Provost to cause such student to be added to this list upon the recommendation of the respective faculty, appropriate dean and/or graduate dean.

Law Degree Candidates

School of Law

Juris Doctor

Annamarie T. Bowman
Priscilla S. Bullitt
Nicole S. Carey
Carl A. Carnevale
Benjamin J. Comston
Ling Du
Anastasia J. Dunigan
Joseph A. Feldman
Michael P. Ginty
Josephine E. Hesse
Joanna G. Kamvouris
Ryan J. Kinney
Vincent W. LaGuardia
Dada N. London
Matthew C. Metcalf
Patrycja Ochman
Daniel J. Orlando
Julia G. Radefeld
Stephanie M. Ritchie
Spencer Scarborough
John T. Sulik
Jolyn E. Williamson

Master of Laws

Francis A. Grande

The University of Akron
Office of the University Registrar
Prospective Degree Candidates for 2017 Fall

Doctoral Degree Candidates

Buchtel College of Arts and Sciences

Doctor of Philosophy

Xiaoman Bi
Lauren A. Borden
Myriam T. Kadeba
Megan J. Klufas
Xuan Li
Audra R. Martin
Jeffrey A. McCausland
Sahar A. Sallam
Xiaojun Shi
Jeannette M. Wade

College of Engineering

Doctor of Philosophy

Sudip Adhikari
Ali Houssen A. Al Ateah
Osama J. Al Khateeb
Mallory J. Crow
Masoume Davoudi
Jonathan A. Fouts
Zipeng Han
Iftexhar Hasan
Seied Zaniar Hoseini
Benjamin A. Kent
Diana Munoz Salgado
Ehsan Saeidpour Parizy
Aparna Saha
Devesh Dadhich Shreeram
Qing Wang
Songling Zhang

The LeBron James Family Foundation College of Education

Doctor of Philosophy

Shelley A. Houser
Leslie R. Tucker

College of Polymer Science and Polymer Engineering

Doctor of Philosophy

Guopeng Fu

The University of Akron
Office of the University Registrar
Prospective Degree Candidates for 2017 Fall

Yunyi Gao
Jacob A. Hill
Ali Javadi
Jing Jiang
Shan Li
Melanie J. Longanecker
Sepideh Niknezhad
Sandeep S. Pole
Jacob D. Scherger
Enmin Wang
Zhengnan Yang
Jiayi Yu
Shichen Yuan

College of Health Professions

Doctor of Nursing Practice

Jennifer P. Colwill
Myra A. Cook
Falandia L. Milligan
Connie M. Teal

Doctor of Philosophy

Steven P. Beyer
Nicole R. Cleland
Jessica A. Headley
Michael J. Redd

The University of Akron
Office of the University Registrar
Prospective Degree Candidates for 2017 Fall

Masters Degree Candidates

Buchtel College of Arts and Sciences

Master of Applied Politics

Emily K. Maher
Douglas R. Tayek

Master of Arts

Haddani S. Almuhanha
Brandi J. Burnsworth
David D. Delgado
Janelle M. Gore
Natalie R. Grieshammer
Stephanie A. Gunnerson
Elizabeth A. Hall
Laila M. Qahl
Baron K. Rogers
Elizabeth A. Shiller
Regenia E. Spoerndle

Master of Arts in Political Science

Ahmed A. Alshaya
Karis L. Kotalac
Jackson E. Liebler

Master of Music

Theron E. Brown
Lauren Corcoran
Thomas P. Guarino
Benjamin T. Hottensmith
Victoria L. Ricci
Timothy R. Wolf

Master of Public Administration

Jennifer A. Adams
Juliana A. Akor
Abkar M. Alasri
Mutlaq H. Alshaibani
Monica J. Armstead
Alexandra K. Burt
Goangshin Jang
Christy M. Motley
Nicole M. Nadasky
Sariah Ross

The University of Akron
Office of the University Registrar
Prospective Degree Candidates for 2017 Fall

Megan L. Sutherland
Lisa N. Thompson
Nicholas P. Verna

Master of Science

Ahmed T. Alaamry
Mansour A. Alanazi
Sneha Latha Alboina
Sai Radha Mani Alla
Edwin Asirifi
Hannah J. Baumann
Keti G. Bertman
Hasitha I. Bothenna
Kelsey E. Budahn
Jingyan Chen
Sai Kumar Chirravuri
Shaun M. Christie
Sai Goud Durgappagari
Sarah E. Eblin
Ariana K. Frkonja-Kuczin
Claudio Garcia
Ababu A. Gelaye
Tricia L. Gilliland
Brielle K. Jacobs
Farnaz Kabiri
Kiran Kumar Katkam
Troy D. Kozee
Deborah L. Laforest
Sinuo Lang
Chenfei Li
Lo Niece Liew
Matthew L. Mackeown
Donald P. Mallory
Annette M. Marsolais
Kelli M. Morisak
Jane J. Oh
Vinod Pagadala
Louis A. Ray
Savannah R. Snyder
Sarika Reddy Sunki
Roshan Timilsina
Kavya Chandrika Uddarraju
Ananya Vaka
Jing Xie
Biyong Yang

The University of Akron
Office of the University Registrar
Prospective Degree Candidates for 2017 Fall

College of Engineering

Master of Science in Biomedical Engineering

Wafaa Hassan N. Ahmed
Elham Malekzadeh
Galina Y. Pylypiv

Master of Science in Chemical Engineering

Kasra Karimian
Marisa A. Seeley

Master of Science in Civil Engineering

Vikas Kumar Cinnam
Dehua Feng
Anny X. Gao
Kiswendsida Jules Kere
Sourav Khatua
Yixiang Li
Wen Luo
Brian W. McGannon
Selim E. Ozbek
Muge Pekersoy
Ahmad A. Qurashi
Peter J. Trowbridge

Master of Science in Electrical Engineering

Joseph Agyemang Duah
Mohammed A. Ahmed
Awab A. Ali
Qihang Gao
Abdullah Kurtoglu
Taohid Latif
Husam Eldin Elmutasim Osman Mohamed Elfadil
Vamsi Mulpuri
Brittany L. Stillwagon
Md Tawhid Bin Tarek
Uday Bhaskar Vechalapu
Frederick J. Weiss
Guanglei Zhang

Master of Science in Engineering

Ryan M. Gillespie
Joshua C. Graber
David A. Hoffman

The University of Akron
Office of the University Registrar
Prospective Degree Candidates for 2017 Fall

Master of Science in Mechanical Engineering

Donato A. Bacco
Erhan Kirencigil
Yuan Liang
Mohammed Abdelaziz Elamin Mohammed
Janice L. Moore
Mohammed Abdul Sami
Bradley W. Shindle
Sulochana Shrestha
Brandon L. Strahin
Ahmed Tasnub Takaddus
Zachary D. Toom

The LeBron James Family Foundation College of Education

Master of Arts in Education

Carol Jean Agha
Ibrahim M. Alsulami
Haley L. Brown
Erin T. Class
Carrie M. Cutler
William B. Ely
Mia A. Hall
Alice Hartshorn
Kathryn H. Hawk
Raina M. Henderson
Alyce M. Hilliard
Ann K. Hoelzel
Brittany A. Hromiak
Teresa L. Kalla
Stacy-Ann McCarson
Christina E. Michel
Lynn M. Monaco
Narketta N. Myles
Jason D. Pigott
Kay L. Rentsch
Jeanne M. Semilia
Lesli D. Smith
Amy C. Stevens
Virginia L. Texter

Master of Science in Curriculum and Instruction

Emily H. Caldwell
Kristen L. Finley
Tremaine I. Fitzpatrick
Lauren M. Mazzagatti
Lynda W. Olsen

The University of Akron
Office of the University Registrar
Prospective Degree Candidates for 2017 Fall

Andrew M. Payne
Janet Powalie
Melissa N. Reynolds
Claire E. Vanfleet

Master of Science in Education

Jessica Luttrell
Razi A. Penny

College of Business Administration

Master of Arts

Benjamin Asare
Benjamin B. Borketey
Kevin M. Coyne
Chirantan Dasgupta
Matin Hajimohammadi
Justin S. Kumbal
Emmanuel Nkansah
Jephthah Oppong-atta

Master of Business Administration

Michael J. Adams
Rachel E. Barnette
Christian K. Blandon Cruz
Vishal K. Chaurasia
Rachel J. Collard
Siddharth David
Benjamin C. Harvey
Michael F. Leppo
Reza Madad
Nermin A. Mahran
Alex W. McCune
Kyle Monroe
Irvin D. Nasser
Angela M. O'Connor
Jane J. Oh
Kevin C. O'Neil
Urmil Patel
Paula R. Ramsey
Ayyalraju Satyaseelan
Jay L. Schott
Kathryn C. Spector
Andrew D. Stevens
Mackenzie Stiff
Greg T. Suman
Elizabeth A. Szczukowski

The University of Akron
Office of the University Registrar
Prospective Degree Candidates for 2017 Fall

Jaya Sai V. Varre
Sierra A. Young
Zichuan Yuan

Master of Science in Accountancy

Melissa J. Snowe

Master of Science in Management

Ashok Bandi
Pavan Kumar Batchu
Sandhya Bhamidimarri
Apara Gupta
Ravi Kiran Kannegalla
Nikhil Kondur
Krishnadas Koyadan Chathoth
Nermin A. Mahran
Sneha Reddy Mogulla
Najmuddin Rizwan Mohammed
Karneet Singh Setia
Mandeep Singh
Sheshank Velaga
Vivek Reddy Yasa

Master of Taxation

Ejiro K. Esemitodje
Nathan R. Remington

College of Polymer Science and Polymer Engineering

Master of Science

Weiyao Li
Chen wei Liu
Yuta Makita
Haidong Zhu

Master of Science in Polymer Engineering

Subadhra Janardhanan
Wan-Hua Lin
Rongcheng Xu

College of Health Professions

Master of Arts in Speech - Language Pathology

Manar M. Baker

The University of Akron
Office of the University Registrar
Prospective Degree Candidates for 2017 Fall

Amanda R. Cline
Leslie D. Janezic
Michelle D. Rickey
Kristen E. Silveira

Master of Arts in Education

Ashley D. Fuller
Audra M. Gackowski
Fawn C. Gordon
Jason A. Hoskins
Phillip D. Lahue
Andrew J. Linder
Lauren E. Roebuck
Maritza I. Smith
Anna C. Smyczek
Andrea D. Turner
Jill Ward
Shawn W. Yambor

Master of Public Health

Karla C. Kaufman

Master of Science in Education

Warren Ball
Amanda T. Berchtold
Shazdeh Y. Bham
Justin E. Cristman
Christian R. Eyman
Kalia Haile
Thomas A. Ingellis
Andrew S. Kessler
Shaunna R. Lee
Shelly L. Lohr
Jahari M. Murdock
Brandon B. Nolin
Alexandria A. Stopka
Brad R. Unruh
Jordan B. Warrick
David Zsoldos

Master of Social Work

Cameo L. Cook
Teresa L. Dameworth

The University of Akron
Office of the University Registrar
Prospective Degree Candidates for 2017 Fall

Baccalaureate Degree Candidates

Buchtel College of Arts and Sciences

Bachelor of Arts in Anthropology

Megan Muniak

Bachelor of Arts in Business and Organizational
Communication

Ashley R. Stone
Elizabeth K. Tracy

Bachelor of Arts in Family and Child Development

Jenifer M. Catlett
Shi Ann Gurko
Courtney L. Hardy
Jourdon M. Harrison
Anthony A. Horn
Jordyn E. Jones
Morgan S. Kreptowski
Delaney M. Lawrence
Sarah A. Medley
Kara D. Molinelli
Diamond M. Moore
Tracey L. Sbrocca

Bachelor of Arts in Fashion Merchandising

Kimberly A. Hillton
Madison R. Miner
Haley A. Raines
Nicole L. Waibel

Bachelor of Arts in Multidisciplinary Studies

Nicole A. Barone
Jean Paul Colo
Rebecca J. Elledge
Seth R. Ferris
Kristen Flaherty
Savannah C. Hudson
Deacon M. Kollman
D'Andrea J. McCall
Evan M. McCory
Kristopher Mitroff
Joey Nahay
Mary L. Oyster

The University of Akron
Office of the University Registrar
Prospective Degree Candidates for 2017 Fall

Theresa L. Sanker
Alexander W. Swan
Gregory M. Wheeler

**Bachelor of Science in Political Science/Criminal
Justice**

Mark A. Brown
Amanda Burton
Matthew R. Dalesandro
Jennifer M. Deaton
Sarah A. Dhinojwala
C.J. Dixie
Amanda E. Frazee
Ronell J. Grimes
Teron D. Hood
Steven M. Hooten
Alexis T. Lindenberger
Daniel P. McAfee
Derrick D. McCorvey
Cedric A. McCoy
April Minen
Bethany R. Owens
Eric J. Paskert
Adam C. Pfeifer
Dylan J. Rief
Anthony E. Rising
John J. Seikel
Ashley N. Tasker
Michael D. Thomas
Steven D. Vogel
Zachary T. Yako

Bachelor of Arts

Morgan A. Aebischer
Jack E. Bailey
Matt J. Barnhart
Johanna N. Barnowski
Kirk R. Bedford
Pau Belana Huguet
Aryel A. Bell
Alexis S. Berg
Allison E. Berry
Mario S. Beverly
Michael D. Bilfield
Samantha C. Boryk
Kendra M. Bowman
Justin M. Bradley
Kaylee F. Budd

**The University of Akron
Office of the University Registrar
Prospective Degree Candidates for 2017 Fall**

Gregory N. Burns
Lauren B. Burns
Makayla J. Butcher
Natalie E. Calabrese
Kaiyla M. Capien
Antonio Catalano
Elizabeth I. Cawley
Gabriella C. Charley
Sara D. Clark
Lauren H. Conard
Robert P. Corts
Ryan C. Delafield
Michael J. Delagrang
Baylee A. Diedrich
Nicholas J. Dotson
Aaron T. Durden
Heather M. Echelberry
Tesneem M. Eddeb
Shannon L. Ede
Cassandra S. Garver
Zachary D. Gingerich
Amber N. Gobrogge
Julie A. Golden
Dana L. Graham
Deante K. Gray
Joseph E. Gray
Dominic J. Grossi
Hayden S. Grover
Max T. Grundy
Mariah A. Hairston
Kiana A. Hardy-Butler
Joshua C. Harris
Cassidy R. Harrison
Emily L. Harrison
Collin T. Hayes
Ryan J. Herhold
Casandra A. Hipkins
Hannah L. Hoffman
Jean N. Holman
Leah D. Howard
Martez A. Howard
Kristen R. Hrutkai
Tyler W. Hundley
Margaret J. Iselin
Joshua A. Jackson
Sierrah M. Jesiolowski
Kaitlyn L. Jewell
Adelyn B. Johnson
Cinda G. Johnson
Nicholas Jordan

**The University of Akron
Office of the University Registrar
Prospective Degree Candidates for 2017 Fall**

Jacob G. Kaus
Kearstyn R. Keen
Elaina L. Kraft
Joanna M. Krajci
Shauna C. Lachendro
Robert L. Lanchman
Nicole M. LaRose
David M. Larson
Jordan L. Love
Mitchell G. Lute
Sara M. Lute
Derek C. Lutz
Michael L. Madonia
Leah V. Marino
Jade A. Marshall
Alexandria J. Martinez
Desmond J. McDonald
Paige M. McKinney
Taylor J. McKinnie
Christian B. Mendez
Gordon S. Merritt
Kayla R. Mertz
Bradley S. Mickna
Heather H. Miller
James S. Miller
Fabiana R. Miller Heisler
Lindsey E. Mitchell
Mandi A. Moore
Marcus J. Murray
Carol J. Nicolas
Olivia D. Niles
Ryan Noland
Morgan B. O'Rourke
Vincent A. Paris
Samantha J. Patterson
McKayla D. Phillips
Vaughn R. Pilcher
Casey R. Polatas
Jeanetta M. Powers
Rebecca Putman
Christina L. Rhodes
Jamie L. Rinella
Tiffany K. Rittenour
Gloriluz Rivera Rodriguez
Keyona M. Rodgers
Paige E. Rowan
Aziza Salukombo
Riis L. Saunders
Jaclyn M. Schafer
Kaitlyn R. Shaw

**The University of Akron
Office of the University Registrar
Prospective Degree Candidates for 2017 Fall**

Isaac D. Shepherd
Logan R. Smalley
Nicole E. Sopkovich
Jacob M. Sparrow
Jonathan K. Spiker
Brandon L. Spinner
Sarah M. Stangelo
Michael P. Thutt
Mollie A. Todd
Blane Turiczek
Magdolin L. Turner
Jamie N. Vadnal
Ian M. Vanek
David A. Vernon
Taylor K. Volmer
Shelby R. Von Gunten
Amy E. Wakefield
Matthew J. Waldsmith
Nicole R. Warner
Stacie M. Weimer
Erica L. Wellman
Ashley R. Wertz
Teresa A. Weston
DaShanae M. White
Wesley E. Wilkins
Erin N. Williams
TeRance A. Williams Mitchell
Andrew D. Wilms
Nathan M. Wise
Abigail A. Zerull
Nicholas A. Zverloff

Bachelor of Fine Arts

Rachel L. Baade
Kayla M. Becka
Fiona M. Christie
Daniel M. Hermann
Allison M. Jones
Morgan E. Loughner
Alysha March
Teanna J. McDaniel
Benjamin J. Miller
Evan T. Snode
Shannon T. Star
Joseph S. Wilde

Bachelor of Music

Dillon C. Bolon

The University of Akron
Office of the University Registrar
Prospective Degree Candidates for 2017 Fall

Brandon E. Cummings
Eden A. Dunning
Elyse E. Dye
James G. Gates
Jessica A. Haley
Graham D. Hicks
Tyler P. Spuzzillo
Katherine E. Swift

Bachelor of Science

Tamam B. Abdelqader
Madison L. Baer
Devin D. Beaumier
Jason A. Bonezzi
John K. Bonyo
Ryan S. Broadbent
Kayla A. Calapa
David M. Campana
Celsie D. Channell
Nayan Chapagai
Connor S. Emling
John M. Ertle
Michael D. Fuller
Istvan Gates
Maranda L. Haas
Danielle N. Hamilton
Nathaniel V. Hess
Joshua L. Hillegass
Sophia G. Insalaco
Brittany L. Knight
Gregory R. Maire
Jack A. McDowall
Dominique J. Oates
Bria R. Oden
Luke R. Oldfield
Jessica R. Onyak
Kelsie M. Peters
Mason D. Riley
David E. Sargious
Jenna E. Stralka
Nathan D. Strobl
Nels A. Swanson
Sierra A. Young

Bachelor of Science in Computer Science

Mansour H. Abutaleb
Timothy J. Allen
Brian L. Baker

The University of Akron
Office of the University Registrar
Prospective Degree Candidates for 2017 Fall

Duncan A. Campbell
Andrew A. Doyle
Eric M. Harvey
Dragan Jovic
Caleb Kupetz
Taylor R. Linton
Eric P. Svonavec
Colt L. Taffe
Ronnie Zhu

College of Engineering

Bachelor of Science in Biomedical Engineering

Ahmed B. Alanizy
Nada A. Aljahdali
Ali F. Alshehri
Abdullah Alzughaibi
Andrew M. Ambrozic

Bachelor of Science in Chemical Engineering

Jesse I. Braun

Bachelor of Science in Civil Engineering

James L. Bender
Ryan M. Bequette
Michael B. Chapin
Nicholas D. Marshall
Tyler J. Mikita
Mohammed W. Najjar
Andrew M. Neff
Jacob H. Scotese
Tyler R. Yohman

Bachelor of Science in Mechanical Engineering

Abdullah S. AL-Uraifi
Andrew J. Barr
Eldin Becirovic
Jessica A. Buehler
Paul Buzzelli-Andes
George L. Demian
Caitlin Dickerson
Conrad J. Doehne
Joseph W. El Rassi
Nicole S. Everetts
Brandon M. Guldeman
Chase W. Helmling

**The University of Akron
Office of the University Registrar
Prospective Degree Candidates for 2017 Fall**

Philip J. Hoffman
Matthew W. Humeniuk
Jeremy M. Huntington
Robert Jackson
Louis W. Lamosek
Kathryn Y. Lewis
Bennett J. Norley
Joshua L. Ogurchak
Connor D. O'Mara
Ben H. Robison
Samir A. Saab
Russell J. Sajovie
Drew Sanders
Christopher A. Sheppard
Drake A. Smalley
Richard K. Smith
Megan M. Stainer
Jonathan M. Stein
Lauren A. Thompson
Benjamin T. Todd
Aaron J. Waldmann
Taquan C. Williams

The LeBron James Family Foundation College of Education

Bachelor of Arts in Education

Holly C. Baker
Evony R. Bush
Jackilyn F. Byler
Desarae E. Evans
Mallory B. Farrance
Annabelle L. Hegeman
Jacob Kainec
William M. Marsh
Molly Maurer
Brian P. McGuinness
Courtney M. Miles
Jordan E. Mitchell
Isaac J. Sarver
Nicole E. Sorgi
Leslie M. Upp
Jenifer L. Vliet
Jaclyn A. Wloszek

Bachelor of Science in Education

Natalie L. Allen
Taylor M. Bogovich
Allison N. Bullock

**The University of Akron
Office of the University Registrar
Prospective Degree Candidates for 2017 Fall**

Megan R. Calderone
Megan R. Calderone
Travis G. Caskey
Quanisha N. Crenshaw
Anna R. Derr
Amy C. Donze
Joshuah C. Farrance
Taylor R. Fleming
Kimberly L. Goehler
Dana L. Graham
Kelly K. Guthrie
Tammy S. Hamilton
Kaitlin M. Hess
Matthew A. Hillman
Kendal K. Johnson
Cadie M. Johnston
Megan K. Kennelly
Christopher G. Kocar
Heather N. Litchard
Ashley N. Londrico
Lauren A. Marshall
Ana Martin-Sacristan Gandia
Tyler A. Mayfield
Daniel J. McGuire
Kylie L. McMichael
Tiffany M. McMorrow
Andrea R. Meckler
Angelina H. Miller
Taylor M. Miller
Callie L. Molina
Kristi L. Morisak
Erin M. Morris
Kelsey E. Mueller
Danielle Ockuly
Lyndsey A. Orges
Jaclyn C. Oser
Holly L. Pearce
Ashley E. Perman
Lauren M. Quinones
Haley B. Reed
Hannah E. Robinson
Rebekah D. Rose
Demia L. Ruff
Lindsay M. Runniger
Sheri F. Schlosser
Zoe M. Shetler
Nicole J. Shoemaker
Katelin T. Short
Matthew T. Sims
Elizabeth A. Smith

The University of Akron
Office of the University Registrar
Prospective Degree Candidates for 2017 Fall

Joseph R. Stunek
Melayna N. Surace
Kelly M. Swensen
Hannah M. Teske
Hannah R. Tomassetti
Nicole M. Toth
Andrea L. Troyer
Kaitlyn M. Turachak
Morgan L. Volzer
Kristen N. Williams
Jessica A. Willoughby
Darin E. Winkler
Anna G. Winn
Autumn N. Wright

College of Business Administration

Bachelor of Arts

John M. Hamm
Benjamin J. Nypaver

Bachelor of Business Administration

Alyssa M. Alejo
Hisham F. Alneghamish
Michael A. Arnold
Nicholas N. Augustine
Esther T. Babade
Mark J. Beauch
Benjamin J. Beckman
Blaine M. Beichler
Daniel T. Berzinskas
Jonas Birch
Erica D. Braden
Jonathon L. Brown
Michael E. Buddenberg
Danielle C. Budich
Cody M. Busson
Brandon M. Carpenter
Jacob E. Cirillo
Anthony D. Collins
Thomas M. Cooke
Michaela A. Cornell
Miranda Cornett
Jeffrey P. Crawford
Rachel A. Cronin
Megan L. Cutlip
Nicholas G. Cwikla
Eric M. Davide

**The University of Akron
Office of the University Registrar
Prospective Degree Candidates for 2017 Fall**

Danielle F. Davis
Kristina Deenanat
Paul J. DeNigris
Tracy C. Devlin
Allison K. Dombroski
Dener Dos Santos
Brandon A. Doty
Joseph A. Farina
Connor R. Fish
Matthew W. Frazier
Joel P. Frye
Megan E. Glivar
Gina M. Gorrell
Joshua R. Graham
Austin T. Griffith
Kristin N. Hahn
Jonathan D. Hicks
Shana M. Hlas
Shana M. Hlas
John R. Hojnacki
Dale R. Holbert
Elizabeth G. Holston
Elizabeth G. Holston
Stuart M. Holthusen
Nathan K. Hopson
Nicholas E. Hovanitz
Jeremy J. Irias
Lassane Kanazoe
Kathryn A. Kania
Kyle C. Kearney
Charles B. Kidder
Jesse A. Klug
Kacey A. Kovacs
Timothy E. Lane
Jeffrey T. Lawer
Taylor M. Lee
Hayley B. Lemmon
Zachary R. Lindsay
William D. Lorzing
Tyler D. Luli
Victoria A. Maglione
Kline L. Markley
Jake J. Marty
Sofie L. Matheny
Summer L. McFadden
Joseph M. Micale
Anthony F. Millman
James P. Mills
Rachael M. Mittelkamp
Vladislav M. Mokodean

**The University of Akron
Office of the University Registrar
Prospective Degree Candidates for 2017 Fall**

Christian R. Morton
Marissa E. Mroczynski
John J. Nesby
Taylor L. Oser
Jessica M. Parsell
Suthini Permppeerapat
James B. Petty
Erik K. Polosky
Melanie E. Povirk
David M. Quarick
Mitchell J. Ratliff
Bradley Rechterik
Nicholas W. Rogers
Jana A. Sawalma
Rachel K. Scheuermann
Hannah T. Simmons
Rachel A. Sines
Harmandeep L. Singh
Nickolas J. Skeriotis
Meagan R. Spier
Rebecca A. Springman
Kyle A. Stauffer
Nicole R. Steffen
Owen M. Stoller
Kenneth R. Streza
Danielle L. Swain
Nathan J. Todd
Joseph F. Tuck
Carly N. VanCura
Joshua D. Vectirelis
Alejandra Velasco-Villanueva
Andrew C. Watson
Taylor E. Weirtz
Rachelle L. Whitfield
Lydia M. Williams
Nicholas D. Williams
Austin M. Wolf
Joshua D. Wyman
Sebastian D. Yerian

Bachelor of Science in Accounting

Marc S. Abou Abdallah
Hunter Alda
Matthew W. Barth
Adlai W. Beard
Phillip A. Bednar
Emily Bunker
Jennifer L. Denee
Meaghan L. Diaz

The University of Akron
Office of the University Registrar
Prospective Degree Candidates for 2017 Fall

Samuel T. Funk
Jennifer J. Graves
Patrick J. Grismer
Curtis Hamilton
Daniella G. Johnson
Matthew A. Kancyan
Colton J. Laudato
Caleb J. Lauer-Butala
Dillion A. McPherson
Jacob D. Miller
Matthew E. Mines
Carrie M. Myers
Marc B. Owens
Bence A. Papp
Neel A. Patidar
Colin M. Pytel
Aleric W. Taylor
Michael S. Wang
Kevin D. Yarger
Joseph R. Zabo

College of Health Professions

Bachelor of Arts in Child Life Specialist

Rose I. Matzelle
Madison J. Noble
Misha L. Peterson
Olivia M. Ryder
Rachel K. Ziemba

**Bachelor of Arts in Speech - Language Pathology and
Audiology**

Sabrina M. Binegar
Bethany B. DiGregorio
Heather R. Owens

Bachelor of Science in Food and Environmental Nutrition

Ashley D. Carpenter
Jennifer M. Gostkowski
Dianne E. Palush
Michelle M. Riegenbach

Bachelor of Arts

Kelly M. Holstein
Abigail J. Miller
Ellie A. Murrey

The University of Akron
Office of the University Registrar
Prospective Degree Candidates for 2017 Fall

Joi S. Twyman

Bachelor of Arts/Social Work

Shannon E. Brown
LaVonne S. Buckle
Dai'Shelle J. Butler
Robert E. Cade
De'Shawn Core
Scott B. Dewyre
Brittany Duvin
Heather L. Fraelich
Brenna E. Gallagher
David E. Gibbs
Sheena P. Hairston
Martha E. Harding
Jessica L. Henderhan
Geraldine M. James
Ashleigh R. Johnston
Brenda J. Krauss
Ronnie R. Leeth
Sabrina Lukic
Allison M. Mauch
Tyler L. McCullough
Aaron P. Melton
Anna M. Miller
Carrie A. Pfister
Christie L. Rush
Jaizane A. Russell
Kaba F. Sarr
Katlyn N. Smith
Keith D. Snodgrass
Renee A. Stanford
Amanda M. Trainer
Wienel Y. Vanbrook
Kelsie R. Vrable
Nikki N. Williams
Raul E. Williams
Michael A. Wyant
Rosa A. Young

Bachelor of Science in Dietetics

Matthew J. Chezem

Bachelor of Science in Education

Brian R. Adkins
Steven T. Chapple
Carley G. Childress

The University of Akron
Office of the University Registrar
Prospective Degree Candidates for 2017 Fall

Alias F. Coney
Brennan M. Earl
Samuel P. Gainford
LaVonne E. Gauthney
Kevin Gladney
Chad W. Hammond
James L. Hilton
Sean M. Huffman
Alexandria M. Joyner
Jacob A. Michney
Grace M. Miller
Whitney L. Mills
Barth-Luther N. Mouafo
Joseph D. Palladino
Andrew M. Phillips
Austin D. Pritchard
Xavier J. Quigley
Jessica M. Reiman
Destanie L. Robinson
Adam T. Schreffler
Ryan I. Schreiber
Jesse A. Soria
Philip W. Stout
Garrett K. Zuzik

Bachelor of Science in Exercise Science

Samia S. Bell
Brandon T. Blakely
Megan N. Brophy
Thytira M. Brown
Arianna N. Casey
Jesse T. Cottrell
Michael P. Duff
Megan E. Etter
Peter W. Fleming
Austin R. Foguth
Zachary J. Guiser
Dane R. Hammer
Noel J. Hartmann
Emily C. Johnson
Michael T. Kish
Maria V. LaMontagne
Eric D. Lamp
Michaela S. Lehman
Amber N. Mahone
Kaitlin N. Mitchell
Emily M. Morgan
Timothy A. Morris
Monica L. Murphy

The University of Akron
Office of the University Registrar
Prospective Degree Candidates for 2017 Fall

Grace A. Pieri
Brant C. Raber
Tylor J. Radcliff
Ashley P. Schlissel
Dina M. Sevastos
Ariana M. Stolar
Danielle J. Utrata
Michael J. Yambor

Bachelor of Science in Nursing

Sarah E. Catazaro
Cody D. Collins
Tiffany M. Colston
Kathleen M. Cooper
Marisa B. Cotsmire
Lora A. DiMichele
Megan M. Esker
Jasalyn S. Hash
Jeffrey C. James
Nicholas R. Kaiser
Richard J. Klingshirn
Sondra L. Lab
Erin N. Metzger
Stephanie A. Miller
Rose Nagy
Alejandro D. Ortega
Blake C. Pinchbeck
Brittany N. Robinson
Emily E. Seburnia
Easton J. Shaw
Benjamin R. Siders
Dominicque Smith
Ashley N. Sutton
Rana Sweis
Nelly Szente
Kylie E. Thanasiu
Michelle M. Thimke
Joseph C. Tomcho
Dawn Valerio
Emily M. Wallace
Emma C. Wilkinson
Tina L. Wilson

College of Applied Science and Technology

**Bachelor of Science in Automated Manufacturing
Engineering Technology**

Daniel J. Cellura

The University of Akron
Office of the University Registrar
Prospective Degree Candidates for 2017 Fall

Jesse M. Dravenstott
Michael A. Merda
Joshua R. Porter
Sean C. Ruppert
Steven M. Schultz
Alexander K. Straffen
Eric V. Wohlgamuth

Bachelor of Science in Computer Information Systems

Alberto Calo
Michael S. Carillon
Anthony M. Dicosimo
Malcolm X. Felix
Jessica A. Langston
Cody A. Lyons
Evan M. Mertz
Mason J. Rauchenstein
Juan D. Rivers
Tyler A. Saucier
William E. Spearing
David L. Storey

**Bachelor of Science in Construction Engineering
Technology**

Cameron T. Augustine
Craig A. Bunner
Nicholas B. Ciccozzi
Michael E. Eccleston
Cole M. Fleming
Kyle W. Gump
Alexander J. Jones
Brad Selbee
Aaron J. Stainbrook
Jordan L. Tomazich
Austin M. Wischt

Bachelor of Science in Electronic Engineering Technology

Matthew R. Blaha
Derek J. Bunker
Brandon T. Farmer
Bryan D. Giannangeli
John D. Park
Dylan J. Stavarz
Tou Vang

**Bachelor of Science in Emergency Management and Homeland
Security**

Jordan W. Bower
Colin E. Brooks
Nicholas S. Harsar
Lukus E. Hawk
Jacob A. Jernigan
David P. LaBuda
Nathan M. Schultz
Reegan J. Scott

Bachelor of Science in Mechanical Engineering Technology

Matab A. Alshammari
Andrew H. Avery
Collin R. Dickey
Dustin R. Fickert
Daniel H. Heitger
Paul G. Herbst
Alexander J. Kouskouris
Clay S. Kyner
Timothy B. Levers
Michael A. Lewis
Matt M. McBride
Eli F. Oana
Jeremiah E. Proben
Mitchell D. Race
Carter G. Saiben
Rayan S. Sirafi
Martin L. Whaley

Bachelor of Science in Organizational Supervision

Chiquita R. Adkisson
Amber N. Anderson
Juanita K. Bagley
Mary D. Barry
Lori A. Battilochi
Trisha L. Blum
Kristen A. Caler
Timothy C. Chapman
Kevin O. Coates
Karen L. Combs
Christopher M. Daniels
Kathryn N. Dupont
Klyne-Justyne M. Ellis
Ashlee C. Fields
Gary S. Gardner
Shaun E. Greathouse
Constance Guyton
Karen Hamilton
Cindy S. Hampton
Mikee T. Hayes
Gabrielle A. Huffnagel
Chantreese S. Jackson

**The University of Akron
Office of the University Registrar
Prospective Degree Candidates for 2017 Fall**

Jessica A. Johns
Breanna R. Johnson
Tanner M. Mandich
Jamal H. Marcus
Chidozie E. Martins
Ashley M. Meyers
Sheila E. Miller
Emanuel T. Morgan
Patrick N. Mungai
Timothy L. Nagy
Diana L. Naida
Annette M. Nemchev
Jaye E. Neuberger
John W. Petersen
Malcolm K. Porter
Megan Posar
Alivia H. Primovero
Laquan N. Robinson Chappell
Christine A. Scalzitti
Mark S. Schoenbaechler
Mark J. Schrull
Brandon F. Schuld
Cassandra J. Shugert
John T. Smith
Kella M. Solomon
Matthew C. Stouffer
Mark G. Sweet
Ludwika Szynal
Christopher J. Urbanek

Bachelor of Science in Surveying and Mapping

Cory M. Craig
Trevor J. Hanes
Kenneth J. Marhoffer

The University of Akron
Office of the University Registrar
Prospective Degree Candidates for 2017 Fall

Associate Degree Candidates

Buchtel College of Arts and Sciences

Associate of Applied Science in Criminal Justice
Technology

Cory A. Barrett
Kiara Bentley
Jacob B. Biggie
Anthony D. Brown
Ross M. Fragale
Javon N. Garrison
Claudia M. Judele
Thomas H. Koontz
Eduard Manu
Destinee K. Negulis
Nicholas C. Poghen
DaVonna N. Reed
Cory A. Smith

Associate of Applied Science in Early Childhood
Development

Vanielle V. Robinson

College of Health Professions

Associate of Applied Science in Medical Assisting
Technology

Jordan T. Jeter
Reannin M. Moles
Courtney M. Roth
Jenna K. Stoller

Associate of Applied Science in Radiologic Technology

Erika M. Kersmarki
Kathleen M. Kilker

College of Applied Science and Technology

Associate of Applied Business in Computer Information
Systems

Alexander R. Bailey
Tyler D. Boreman
Derek A. Bryant
Michael S. Carillon

The University of Akron
Office of the University Registrar
Prospective Degree Candidates for 2017 Fall

Christina M. Fabris
Christopher W. Gaul
Tyree C. Lewis
Garrett J. McGill
Charles L. Moore
Nick A. Polito
Ebony L. Richmond
Rachel E. Simkanin
David L. Storey
Ivo S. Svilenski
Scott W. Ware
Mitchell J. Wheeler

**Associate of Applied Science in Construction Engineering
Technology**

Abdulaziz M. Alshahri
Jordan T. Barrett
Hunter J. Blevins
Tyler R. Crowe
Kyle W. Gump
Alexander J. Jones
William C. Lynch
Curtis J. McDiffitt
Brad Selbee
Collin A. Shamberger
Aaron J. Stainbrook

**Associate of Applied Science in Electronic Engineering
Technology**

Matthew R. Blaha
Brandon T. Farmer
Yongpei Liao
Joseph Malysa

**Associate of Applied Science in Emergency Medical
Services Technology**

Jenna L. Coffy
Justin M. Wise

**Associate of Applied Science in Fire Protection
Technology**

Mackenzey A. Rodgers

**Associate of Applied Science in Geographic and Land
Information Systems**

The University of Akron
Office of the University Registrar
Prospective Degree Candidates for 2017 Fall

Jacob T. Durda

Associate of Applied Science in Land Surveying

Andrew N. Philpott

**Associate of Applied Science in Manufacturing
Engineering Technology**

Gary E. Breyer
Alan R. Holbrook
Joshua R. Porter

**Associate of Applied Science in Mechanical Engineering
Technology**

Joshua J. Brenner
Douglas A. Drake
James M. Gauer
Matt M. McBride
David M. Morar
Eli F. Oana
Aaron W. Porter
Makaila E. Woessner

Associate of Applied Business in Hospitality Management

Jessica A. Fairbairn
Dalton E. Gearhart
Kourtney M. Martin
Ibukun E. Odekunle
Samantha L. Shaffer

**Associate of Applied Business in Business Management
Technology**

Lawanna E. Brooks
Nicole D. Conti
Chaundra L. Crews-McGrady
John B. Martin

Associate of Applied Business in Hospitality Management

Amy Lee
Elizabeth R. Perkins
Siddiq Samad

**Associate of Applied Business in Marketing and Sales
Technology**

The University of Akron
Office of the University Registrar
Prospective Degree Candidates for 2017 Fall

Bridget C. Guerra
Renee L. Markley

Associate of Arts

Diasia S. Barnes
Chelsey G. Berkey
Tyler J. Beverlin
Christopher A. Boldry
Tracey M. Brown
Hope Bushner
Jeremiah J. Carr
David A. Click
Kevin O. Coates
Tyler R. Dawes
Charles T. Doolin
Chrishawna N. Dudley
Kathryn N. Dupont
Klyne-Justyne M. Ellis
Mikee T. Hayes
Tyron D. Hoisten
China C. Honorable
Anthony A. Horn
Nicholas Jordan
Justin A. Lee
Courtney L. Malita
Summer Mallory
Logan J. McNally
Ashley M. Meyers
Gavin M. O'Brien
Esther V. Pond
Jennifer L. Ramolt
Matthew J. Schoblocher
Eric S. Schweitzer
Benjamin J. Sewell
Kella M. Solomon
Machele K. Walker
Samantha L. Walker
Tatiana A. Ward
Kyla D. Winfrey

Associate of Science

Heather K. Burkhart
Nathan M. Burns
Klyne-Justyne M. Ellis
Ashley J. Harris
Judy K. Horn
Kristopher Mitroff
Keasia M. Ray

The University of Akron
Office of the University Registrar
Prospective Degree Candidates for 2017 Fall

Ryan B. Ream
Michelle M. Riggenbach
Stephanie C. Rogers
Bradley S. Wright

Associate of Technical Study

Julianne T. Martin
Narrissa A. Smith

Wayne College

Associate of Applied Business in Health Care Office Management

Jessica M. Gillman
Lori E. Mallory
Allison P. Milligan

Associate of Applied Science in Paraprofessional Education

Eliza J. Goebel
Brittney N. Montanez
Alyssa R. Palm
Jennifer Provchy

Associate of Applied Business in Business Management Technology

Erika L. Dotterer
Courtney N. Green
Ashley J. Hanson
Mark A. Wilson

Associate of Arts

Taylor E. Andre
Hunter R. Caricofe
Taylor J. Sowinski
Jessika E. Straub
Chase D. White

Associate of Science

Kyle W. Bauman
Joshua L. Herold

1,279 Total Degrees

**ACADEMIC ISSUES & STUDENT SUCCESS
COMMITTEE**

TAB 3

**ACTION REPORT TO CHANCELLOR ON
DUPLICATIVE PROGRAMS PER ORC 3345.35**

The University of Akron Report to the Chancellor on Duplicative Programs

April 19, 2017

Background

Section 3345.35. of the Ohio Revised Code requires that the boards of trustees of each state institution of higher education evaluate all courses and programs based on enrollment and student performance. It also requires that, for courses with low enrollment, boards evaluate the benefits of delivering the courses through regional collaboration. To comply with that legislation, the Chancellor provided a definition of low-enrollment courses and the boards of each state college and university submitted reports that described the process and data used to identify courses that met the chancellor's definition of low enrollments and then provided a summary of recommended actions for each identified course (e.g., no action, course elimination, reduction in the number of sections or the timing of sections, change in course delivery modality; targeted as a candidate for course sharing).

More recently, the Governor's Task Force on Affordability and Efficiency noted that the legislation required reporting for low-enrollment courses but did not address reporting requirements for duplicative programs. Consequently, the task force recommended that: "Institutions should consider consolidating programs that are duplicated at other colleges and universities in their geographic area." The report went on to say, "The Department of Higher Education should identify duplicative programs within each region of the state, with particular attention to co-located campuses. Institutions should then review any programs not covered by the current low-enrollment review ordered by the legislation to identify opportunities to consolidate."

ODHE Data Regarding Duplicate Programs

The Ohio Department of Higher Education (ODHE) identified duplicative programs within each region of the state, with particular attention to co-located campuses. The following steps were used construct the attached spreadsheets:

- Using data reported to the Higher Education Information (HEI) system, ODHE classified degrees awarded since 2012 as a program within an institution using its 6 digit CIP Code, resulting in a list of programs offered at each public college and university in the state.
- Each public college and university was then assigned to one of six regions across the state; these regions are mainly aligned to the six JobsOhio regions associated with the main campus.
 - NEOMED is not included due to their medical program focus.
 - Southern State Community College was placed in the Southwest Region.
- Information on programs at institutions in each region was then used to create spreadsheets indicating:
 - Duplicate programs (highlighted in red) at universities in each region;
 - Duplicate programs (highlighted in red) at community colleges in each region; and

- Duplicate programs (highlighted in red) at co-located campuses.
- Data on the number of program graduates are included for the same 3 years, and the average cost per graduate of the program was calculated using HEI cost data.
 - The HEI cost data for each course completed by the graduate was summed (please note that costs were summed for all courses taken prior to graduation, whether or not the course was required for the student’s program).
 - This summed cost was averaged across all program completers over the three-year period.
 - The data were omitted when the number of program graduates was less than 5 over the three-year period.

These spreadsheets will help faculty, administrators and trustees to see programs that are duplicated in their region, and will help them as they evaluate duplicate program fit within the institution (e.g. reasonable duplication or unreasonable duplication that should be targeted for action, such as elimination or regional collaboration).

Duplication of many programs is to be expected. For instance, essentially all colleges will have programs in majors that are needed by students throughout the state, (e.g., English, psychology, engineering, business, mathematics, history, and nursing). Therefore, cases of duplication will need to be considered on a case-by-case basis to determine whether the duplication is appropriate or not. Factors to be considered in this analysis would include dynamics such as: the number of students enrolled in the program, the number of graduates from the program, costs of the program (including staffing, facilities, pedagogical requirements, and accreditation requirements), quality or reputation of the program, etc.

Determining Recommended Actions for Duplicate Programs

The following factors can be used during the consideration of recommended actions for duplicate programs. The bulleted bullet points following each factor are examples of data points that could be assessed in the analysis and may be augmented by other evaluative tools.

- I. Quality
 - Student retention and completion within the program
 - Student employment outcomes
 - Successful student transfer or placement in graduate/professional school
 - Scholarly productivity of faculty and students
 - Attainment of specialized accreditation
 - Program reputation/ranking
 - Areas of specialization within the program that differentiate it from other programs in the same discipline offered in the region
- II. Centrality to the Institution’s Mission
 - Relevance of the program to the institution’s strategic plan

- Importance of the program to the institution’s reputation or recruiting efforts
 - Need for the program based on data for “in-demand” jobs
3. Cost-Effectiveness
- Revenue sufficiency to support the program
 - Ratio of number of graduates to FTE faculty/administrators
4. Demand
- Program enrollment patterns over time
 - Students enrolled
 - Degrees/certificates awarded
 - Understanding reasons for low enrollment in the program
 - Duplication and competition
 - Lack of jobs?
 - Marketing?
 - Data-driven market analysis of employer need
5. Potential for Collaboration with Other Institutions
- Programs with low enrollment at one or more institutions and a need for a range of highly specialized faculty (e.g., BFA or MFA)
 - Programs with low enrollment at one or more institutions but where there is a need for graduates within the region or the state (e.g., certain foreign languages, highly specialized majors)
 - Programs with low to moderate enrollment at one or more institutions that are costly to offer
6. Potential for Elimination
- Programs with persistent low enrollment where collaboration doesn’t make sense
 - Programs with persistent low enrollment and little or no employer demand

Reporting (All submissions will be posted on the Department of Higher Education website.)

By April 30, 2017 each Board of Trustees shall submit an **Initial Report on Duplicate Programs** to the Chancellor. The submission should include:

- I. A brief description of the process and data used to evaluate programs;
- II. A list of the duplicate programs **not targeted** for action and the rationale for the decision (e.g., robust enrollment and program completion, program central to institutional mission and/or

reputation, program specialized and therefore not duplicative, program shares a large proportion of classes with other programs on campus); and

III. A list of the duplicate programs **being considered for action**.

By September 30, 2017, each institution's chief academic officer shall submit a **Progress Report on Duplicate Programs** to the Chancellor, indicating the action being evaluated for each of the targeted programs, (e.g., elimination, collaboration with named partner institution for course and program sharing, continuing to evaluate for potential change, other).

By December 31, 2017, each Board of Trustees shall submit a **Final Action Report on Duplicate Programs** to the Chancellor, indicating the decisions made for each of the targeted programs and a timeline for those actions

The following format is suggested for April 30, 2017 Initial Report on Duplicate Programs.

- I. Brief narrative summarizing the identification of duplicate programs targeted for action
- II. Chart listing duplicate programs not targeted for action and the rationale for continuing the program in its current form, followed by a list of duplicate programs being considered for action

PART I: Programs Not Targeted for Action

Program Name	Rationale for Leaving Program in Its Current Form
Program A	e.g., robust enrollment and program completion; program central to institutional mission and/or reputation; program specialized and therefore not duplicative; other
Program B	
Program C	
...	

PART II: List of Programs Being Considered for Action:

Program A
Program B
Program C
...

The following format is suggested for **September 30, 2017 Progress Report on Duplicate Programs**. For each program listed in Part II of the April 30, 2017 report, complete the following chart:

Program Name	Progress Report	Collaboration Partners, if Applicable
Program A	e.g., elimination; collaboration with named partner institution for course and program sharing; continuing to evaluate for potential change; other	
Program B		
Program C		
...		

The following format is suggested for **the December 31, 2017 Final Action Report on Duplicate Programs** from the Board of Trustees. For each program listed in the September 30, 2017 report, complete the following chart:

Program Name	Final Action and Rationale (Include Collaboration Partners, if Applicable)	Timeline for Actions
Program A		
Program B		
Program C		
...		

The following format is suggested for reporting.

FINAL ACTION REPORT ON DUPLICATE PROGRAMS

Program Name	Final Action and Rationale - FOR ACTION	Timeline for Actions
Music History	Program in process of termination	In Progress
Zoology/Animal Biology (CIP Code 260701)	Elimination - program is no longer active	Complete
Geography (CIP Code 450701)	Elimination - program is no longer active	Complete
Drafting and Design Technology Technician General 151301	Program in process of termination	In Progress
Legal Assistant Paralegal 220302	Suspended	Complete
Admin Assistant and Secretarial Science, General 520401	Terminated	Complete
Humanities 240103	Will be discontinued	In Progress
Liberal Arts 240199	Will be discontinued	In Progress
Social Science General 450101	Will be discontinued	In Progress
52.0901	Suspended	Complete
Education, Other (CIP 139999)	Suspended	Complete
French Language	Suspended	Complete
Family and Consumer	Pending suspension	In Progress
Physics, General (CIP Code 400801)	The UA and Cleveland State University Provosts, Deans, Department Chairs, and faculty have met with the counterparts in productive discussion about collaborating.	In Progress
Spanish Language 160905	The UA and Cleveland State University Provosts, Deans, Department Chairs, and faculty have met with the counterparts in productive discussion about collaborating.	In Progress
French Language 160901	The UA and Cleveland State University Provosts, Deans, Department Chairs, and faculty have met with the counterparts in productive discussion about collaborating.	In Progress
Physical Education Teaching & Coaching 131314	For the Physical and Health Education program, we are collaborating with Cleveland State University to find ways to enhance the viability of our respective programs. We are making progress and soon will have a recommendation to the Dean and Provost of our respective institutions.	In Progress

**ACADEMIC ISSUES & STUDENT SUCCESS
COMMITTEE**

TAB 4

**REPORT TO CHANCELLOR ON REMEDIATION
OF STUDENTS PER ORC 3345.062**

The University of Akron Report to the Chancellor on Remediation of Students

December 6, 2017

Background

Remediation Reports

Am. Sub. H.B. 49 – As Enrolled

The law requires each state university president, annually by December 31, to issue a report regarding the remediation of students and to submit the findings to the state university's board of trustees, the Chancellor, and the Superintendent of Public Instruction. The report must include the number of students that require remedial education, the cost and specific areas of remediation the university provides, and causes for remediation.

Language:

Sec. 3345.062. (A) Not later than December 31, 2017, and each thirty-first day of December thereafter, the president, or equivalent position, of each state university shall issue a report regarding the remediation of students that includes all of the following:

- (1) The number of enrolled students that require remedial education;
- (2) The cost of remedial coursework the state university provides;
- (3) The specific areas of remediation provided by the state university;
- (4) Causes for remediation.

(B) Each president, or equivalent, shall present the findings of the report to the state university's board of trustees and shall submit a copy of the report to the chancellor of higher education and the superintendent of public instruction.

(C) As used in this section, "state university" has the same meaning as in section 3345.011 of the Revised Code.

University Remediation Report

Name of University: **The University of Akron**

Ohio Revised Code Section 3345.062 requires the president of each state university to issue a report by December 31, 2017, and each thirty-first day of December thereafter, regarding the remediation of students. The report must include the following areas:

1. The number of enrolled students that require remedial education (FY17 actual).

Number of Students	Description (if needed)
1,376	Unduplicated Student Count

2. The cost of remedial coursework that the state university provides (FY17 actual).

Please select the type of cost in the following areas and describe.

- **Costs to the university:** Please include a description of all university resources allocated in support of and/or on behalf of remedial education, including but not limited to costs associated with the following: faculty & staff, buildings/classrooms, administration, and additional student advising, among others.
- **Costs to the student:** Please include a description of tuition paid by students in pursuit of remedial education.
- **Costs to the state:** Please include a description of state resources provided to your institution in support of remedial education. (See Appendix A containing this information for all state universities.)

Cost Type	Amount	Description
Costs to the university	\$ 1,519,836	Compensation/Benefits (Akron and Wayne)
Costs to the university	\$ 217,141	Operating Expenditures (Akron and Wayne)
Costs to the university	\$ 903,228	IDC (Akron and Wayne)
Costs to the student	\$ 3,529,836	Tuition & Fees (\$426 per credit hour)
Costs to the state	\$ 238,961	Appendix A (Summary of SSI / Remedial Coursework)

3. The specific areas of remediation provided by the university.

Subject Area	Description
Math	Basic Mathematics I & II
Math	Fundamental Mathematics I, II, III, and IV
Reading	College Reading & Study Skills
Writing	Basic Writing
Study Skills	Applied Study Strategy

4. Causes for remediation.

Please select all that are relevant from the following categories and provide detail.

- **Lack of student preparation at the K-12 level**
- **Prescriptive placement policies** (over reliance on a single assessment measure)
- **Deferred entry into higher education** (adult students returning to higher education)
- **Other** (any other cause identified by the university)

Cause	Description
Lack of student preparation	Indicative of poor K-12 preparation, this cohort consists of students with an ACT mathematics score of 18 or below, ACT English score of 15 or below, or ACT reading score of 17 or below with an average GPA 2.32. Students in these score ranges must take a placement test at or prior to orientation (Maplesoft and Accuplacer/Writeplacer), potentially resulting in placement in college-level courses. The test score thresholds referenced above are below the statewide "remission-free" standard, providing access to college-level English and mathematics courses with built-in credit bearing learning support.
Deferred entry	Adult students at the University of Akron (defined as having been out of high school for five or more years) typically need remediation but represent a small percentage of students in remedial courses.

**ACADEMIC ISSUES & STUDENT SUCCESS
COMMITTEE**

TAB 5

ENROLLMENT MANAGEMENT REPORT

**The University of Akron – Office of Admissions
Board of Trustees Report – November, 2017**

New Freshman Outreach

- High School Visits: The admissions officers (AOs) have completed nearly 710 high school visits in Ohio, Pennsylvania, Illinois, New York, Michigan, Indiana and Maryland. The overall feedback from students, parents and school counselors has been very positive.
- College Fairs: The AOs represented The University of Akron at 169 college fairs in Ohio, Pennsylvania, New York, Illinois, Michigan, Indiana, Maryland, D.C., Kentucky, and West Virginia. We attended National College Fairs in Cincinnati, Chicago, Indiana, D.C. and Philadelphia. The Akron Guarantee Scholarship and tuition reduction for nonresidents have been favorably received in our out-of-state markets.
- Counselor Programs: We hosted 29 high school counselors in Central Ohio in October and 11 counselors in Cuyahoga/Lorain Counties in November. We have nearly 70 high school counselors scheduled to join us at the Advisory Board meeting at UA on Friday, Nov. 17. We also are hosting a high school counselor program in Toledo in December.
- Bus Trips to UA: We have hosted 19 high school bus trips. This outreach initiative includes a campus tour, Admissions information session, and complimentary lunch in Rob's Café.
- President's Speakers Team: We continue to promote the President's Speakers Team during our interactions with high school counselors, principals and teachers. We visited 10 local high schools just to promote the Speakers Team.
- We have visited 23 high schools within the six-county service region with President Wilson.
- Events: We hosted three major visit days on campus this fall. We also continue to host daily visits in the morning and afternoon, as well as personal visits to UA.
 - Engineering Visit Day – 204 students attended
 - Fall Visit Day in October – 301 students attended
 - Fall Visit Day in November – 483 students attended.
 - Upcoming yield events include UA Scholars Day in January, Discovering Diversity Day in February, Senior Day: A to Zip in February and March.

Communication

- The strategy to communicate with students is a blended approach consisting of print materials, letters, personal notes, e-mails, phone calls, social media, etc. We are focused on communicating information about the UA advantages including AGS and the reduction in out-of-state tuition. Letters, postcards, e-mails and social media have been implemented to promote these advantages. We are in the process of developing a strategy to text students. We will implement this strategy on Nov. 27.
- Communication that we send on behalf of President Wilson includes:
 - Letter to parents of applicants – includes Rave Reviews brochure and AGS postcard
 - Letter to admitted students – includes UA decal
 - Letter to nonresidents to promote the reduction in out-of-state tuition and AGS
 - Letter to Ohio residents to promote AGS
 - E-mails after visit days to students that attended, as well as those that were registered but did not attend
 - We are implementing a monthly e-mail from President Wilson that will begin in November

Transfer Services

- **Community Counselor Outreach:** On Friday, October 20, we hosted the annual Transfer Counselor Articulation Forum. More than 30 counselors and advisors attended from the following institutions: Cuyahoga Community College, Lakeland Community College, Lorain County Community College, Stark State College, Hocking College, and Belmont College. Topics covered included: Transfer Pathways and articulation agreements along with information on our Criminal Justice degree tracks and our new Cybersecurity program. Each UA college also provided updates related to degree changes and course requirements.
- **Prospect Outreach:** We are making personal calls and contacts to prospective students and students that have applied for the 2018 spring semester but are still missing credentials. We are promoting the new Akron Guarantee Scholarship for Transfer Students and reminding students of the November 15 application deadline.

**ACADEMIC ISSUES & STUDENT SUCCESS
COMMITTEE**

TAB 6

RESEARCH REPORT

RESEARCH & SCHOLARLY ACTIVITIES

Office of the Sr. Vice President and Provost



Research and Scholarly Activities Highlights

UA scientists study Brazil's unique iron ore caves

The National Science Foundation (NSF) has awarded \$400,000 to three UA researchers to continue their groundbreaking research on cave formation. The scientists are studying communities of microorganisms and their role in the formation of unique iron ore caves, which make up only about 1 percent of caves worldwide.



A majority of caves are found in limestone rock. They are formed by water flowing through the ground which erodes limestone deposits, leaving behind a series of tunnels and caverns. However, banded iron formations, or BIFs, are rocks formed from iron deposits in ancient oceans. These iron-rich rocks are extremely resistant to the type of erosion that forms most caves, with surfaces that can be more than a billion years old. Yet, somehow, the BIFs in Brazil contain thousands of caves.

“The identification of cave forming processes in BIF is significant as it dramatically expands the environments in which caves can form,” says **Dr. Hazel Barton**, director of the integrated bioscience program at UA. “These caves provide critical subterranean habitats for many rare and endangered animal species. There is also a strong correlation between the location of these BIF caves and the presence of iron ores of global economic significance, providing the source material for the production of steel.”

Barton, along with Department of Geosciences faculty members, **Dr. John Senko**, an associate professor, and **Dr. Ira Sasowsky**, a professor, has been studying the caves in Brazil for the last seven years.

From defiance to reliance – a study of juvenile offenders, spiritual virtue, and the 12 Steps



Dr. Matthew T. Lee, professor of sociology, with research team members from Case Western Reserve University, Baylor, and Stony Brook, examined the impact of two “spiritual values” – service to others and the spiritual experience of love – on sobriety, character development (humility), and recidivism. This is the first 12-month prospective study to test AA cofounder Dr. Bob’s claim that the 12 Steps can be boiled down to “love and service.”

The team hopes that their findings, published in *Spirituality in Clinical Practice*, encourage experimental applications of the 12 Steps in order to reach the chronic and serious delinquents who may present a defiant demeanor, but may also be ready to change if the right pathway appears.

Summit County Historical Society event features work by UA professor emeritus

The Mutton Hill Quilt Show: Fiber Art Exhibit held in October was more than a collection of quilts. Lianne Neff Heppner, president and CEO of the Summit County Historical Society said “the art, innovation and techniques used in the exhibited pieces will blow your mind in terms of creativity and design.” Featured is the work of **Dr. Virginia Gunn**, professor emeritus, School of Family and Consumer Sciences. Dr. Gunn, newly inducted into the Quilters Hall of Fame, is a nationally recognized authority on American quilts, costumes, and textiles.



Dr. Virginia Gunn (left) stands before a favorite quilt: the Ohio Quaker Quilt ca 1840-1870

1	2	3
4		5
		6
7	8	9

Cover photos illustrate the breadth and depth of UA’s research and scholarly activities as highlighted within this report. On the cover: (1) targeted breast cancer cell; (2) iron ore found in Brazil; (3) Bath Field Station; (4) NASA hybrid electric propulsion aircraft; (5) juvenile offenders; (6) Dr. Judit Puskas with breast implant; (7) Ray C. Bliss with Richard Nixon; (8) rape culture; (9) Native American arrow heads found in Kansas.

UA's Bath Field Station key personnel receive recognition

Dr. Lara Roketenetz, UA's Field Station manager, received the 2017 Conservation Educator of the Year award from the Cleveland Museum of Natural History for her commitment to environmental education to students and the public. She also earned the 2017 Human Diversity Award from the Organization of Biological Field Stations in recognition of an educational program focused on underserved grade 7-12 students.

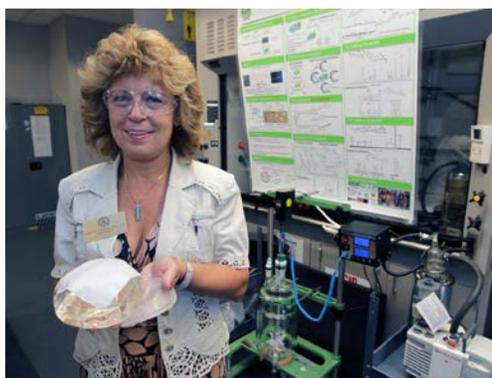
In addition, Bath trustees officially recognized the UA Field Station in Bath Nature Preserve for its work interacting with the local community in promoting environmental awareness, in supporting education programs of primarily urban universities and local schools, and in providing a center for long-term environmental research emphasizing habitat restoration and terrestrial ecology.

Dr. Randy Mitchell, professor of biology, serves as director.



Bath Township trustees present Dr. Lara Roketenetz (second from right) with a framed formal resolution recognizing The University of Akron Field Station in the Bath Nature Preserve and its key personnel Roketenetz, the field station manager, and Dr. Randy Mitchell, director.

Breast cancer treatment potentially groundbreaking



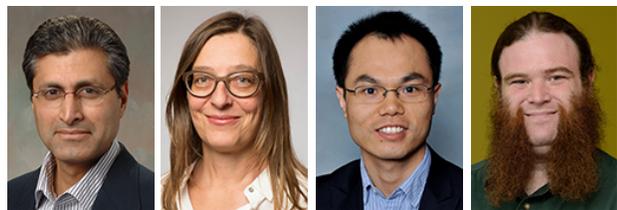
Dr. Judit Puskas, professor of chemical and biomolecular engineering, is on a mission to help treat women diagnosed with breast cancer. Dr. Puskas says she and her colleagues have come up with a special coating on a silicone breast implant called a Polymeric Fiber mat that releases drugs targeting and destroying cancer cells directly, whereas chemotherapy attacks the entire body. She's already testing four compounds with the Cleveland Clinic, and is working on the right dosage for clinical trials. "You would have less side effects, less infection and it would be better treatment because of the local release," explained Dr. Puskas. This costly research takes time. She hopes to get FDA approval within the next 10 years.

International summit explores biomimicry-inspired technology

The Ohio Aerospace Institute, Great Lakes Biomimicry, and UA, in collaboration with NASA Glenn Research Center, invited researchers from around the world to converge in Northeast Ohio for Summit 2017: Nature-inspired Exploration for Aerospace (NIEA). The summit, held in October, brought together leaders in industry, academia and government to learn about nature-inspired solutions that conserve energy, reduce waste and deliver promising solutions to aerospace challenges now and in the future. The summit contributes to the NASA Glenn Research Center's ongoing effort to create a design tool (PeTaL) to enable nature-inspired systems.



UA was strongly represented with presentations from (left to right): **Dr. Ali Dhinojwala**, H.A. Morton Professor of Polymer Science and co-principal investigator at the Biomimicry Research Innovation Center (BRIC), "Harnessing the Colour and UV Stability of Melanin;" **Dr. Petra Gruber**, associate professor of art, "Biomimetic Design Concepts for NASA Zero-Gravity Exercise Devices;" **Dr. Junliang Tao**, assistant professor of civil engineering, "Soil Stabilization by Microbial Induced Calcite Precipitation;" and **Dr. Henry Astley**, assistant professor of biology, "Snakes in Space: Biomimetic Snake Robots for Extraterrestrial Exploration."



Research team digs into new technique

Dr. Timothy Matney (pictured), professor of anthropology, with **Dr. David Perry**, professor of chemistry, and **Dr. Linda Barrett**, associate professor of geosciences, have successfully tested a cutting-edge technique that will help archeologists decide where and how to dig, and will provide vital clues into what might be found.

With funding from the National Park Service, the team studied three Native American sites in Kansas that dated to between roughly AD 1400 and 1900. The team used a laser-based spectrometer to analyze the earth beneath them and develop a 3D map of the different chemical compounds in the soil. This process provides information about the nature and function of subsurface features, including ancient pits, floors and hearths without the need for invasive shovel tests and excavation.



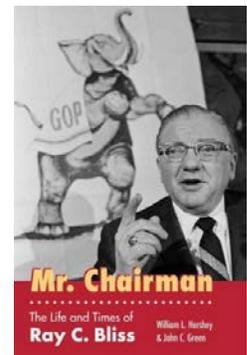
Teens and math: a study of motivation and self-regulated learning

Dr. Wondimu Ahmed, assistant professor in the Department of Educational Foundations and Leadership in the LeBron James Family Foundation College of Education, investigated the relationship between motivation and self-regulated learning (SRL) in a nationally representative sample of 5,245 15-year-old students in the United States. His results show that compared to self-efficacy, intrinsic value and instrumental value of math are stronger predictors of memorization, elaboration and control strategies. None of the motivational variables had a stronger effect on one strategy over the other. Ahmed's findings suggest that the development of self-regulatory skills in math is enhanced by helping students develop positive value of and realistic expectancy for success in math. Dr. Ahmed's article entitled "Motivation and Self-Regulated Learning: A Multivariate Multilevel Analysis" was published in the *International Journal of Psychology and Educational Studies*.



"Mr. Chairman: The Life and Times of Ray C. Bliss"

Dr. John Green, Dean of the Buchtel College of Arts and Sciences, Director of the Ray C. Bliss Institute for Applied Politics, and distinguished professor of political science, and Former Dayton Daily News and Akron Beacon Journal reporter William L. Hershey, co-authored the recently published look into the career of one of the most successful party chairmen in U.S. history. This biography follows Bliss on his rise from the University of Akron, through local (Akron) and state (Ohio) politics and ultimately to Washington, DC where he became the GOP national chairman in 1965. Among the first to use polling and television, he possessed uncanny political instincts and the ability to unite Republicans.



The economic impact of women joining the workforce in America

The percentage of working women in the U.S. has nearly doubled since 1950 and became the norm in the U.S. in 1978. The increase in women's participation in the labor force has fundamentally changed our society. **Dr. Amanda Weinstein**, assistant professor of economics, posits this change has benefitted everyone because it increased average wages for all workers, men and women.



Dr. Weinstein's paper, "Working Women in the City and Urban Wage Growth in the United States," published in the September issue of the *Journal of Regional Science* specifically examines how women's participation in the workforce has affected economic growth and productivity in cities across the U.S. She estimates that every 10 percent increase in female labor force participation rates increases average real wage growth in cities by approximately 5 percent.

“In Absence of Reason”



“I speak as an observer of society, a witness to a crisis, and an active participant in this problem,” Beneke states.

Mr. Charles Beneke, professor of art, and his exhibition “In Absence of Reason” were recent visitors to the West Virginia University School of Art and Design. Mr. Beneke’s powerful work directly addresses global warming and puts forth difficult questions:

“When presented with the insurmountable, how do we respond? Do we mend, right wrongs, fix? Do we rationalize, turn our backs, look away? Or, do we find ways of holding things in place and make the unacceptable seem reasonable because of resistance to and fear of change?”

Mr. Beneke “urges [his] viewers to take responsibility for how we are changing the world by changing behaviors and habits, by taking action.”

An empirical exploration into the measurement of rape culture

Feminist scholars have long argued the presence of a “rape culture” within the United States; however, limited efforts have been made to quantify this construct. A model of rape culture was first proposed in 1980 and expanded in the 1990s in an effort to quantify rape myth acceptance. This model posits that five underlying components make up a rape culture: traditional gender roles, sexism, adversarial sexual beliefs, hostility toward women, and acceptance of violence. Although these components are proposed as cultural phenomenon and thus distinct from individually held beliefs, they have been exclusively explored on an individual level.



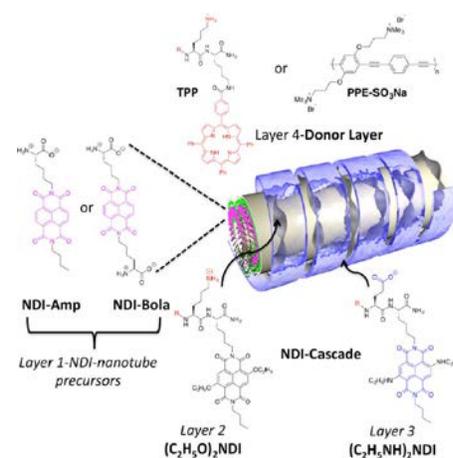
The study by **Dr. Dawn Johnson**, associate professor of psychology, and Dr. Nicole Johnson, assistant professor of counseling psychology at Lehigh University, promotes the exploration of this phenomenon beyond individually held beliefs. Their findings, published in the *Journal of Interpersonal Violence*, show that limited conclusions may be drawn about the existence, and in turn eradication, of rape culture without an agreed upon definition and source of measurement.

Showing nanotechnology’s impacts on our lives is goal of continuing chemistry research

Dr. David Modarelli, professor of chemistry, with Dr. Jonathan Parquette, a professor in the Department of Chemistry and Biochemistry at The Ohio State University, has received a 3-year renewal titled “The Self-Assembly of Multicomponent Nanostructures,” from the NSF.

The grant involves time-resolved spectroscopic studies on functional nanostructures created via multicomponent self-assembly. The work in this grant uses a versatile strategy to assemble multiple optoelectronic components into self-sorted domains that are integrated within a single nanostructure. The composite nanostructures are created using a sequential layer-by-layer strategy, organizing pre-assembled systems into one architecture.

This project also integrates fundamental research with outreach and communication efforts to engage a diverse group of students in interdisciplinary science, and the community at large, to show how nanotechnology impacts their lives.



Co-assembly of nanotubes, formed by **NDI-Amp** or **NDI-Bola**, with alternately charged NDI-dipeptides containing a cascade of core-substituted NDI chromophores. A donor comprised of an assembled porphyrin-dipeptide or PPE-SO₃NA will be added as the final, outer layer.

Technology Transfer Updates

Dr. George Chase named president of UA Research Foundation

Dr. George Chase was named president of the University of Akron Research Foundation (UARF) at its October board meeting. Founded in 2001, UARF promotes and supports the development and commercialization of UA discoveries and inventions. Chase, who joined the College of Engineering in 1985, is a professor of chemical and biomolecular engineering. In August, he was named director of STEM research. “It is an honor and privilege to serve as UARF president,” says Chase. “UARF provides an important interface between The University of Akron, industry and the surrounding communities. I look forward to working with University leaders and the faculty to expand on the past successes of UARF and the research programs at the University.”



Dr. George Chase, UA Director of STEM Research, will also lead UA Research Foundation

Spark Fund announces first three awards to UA innovators

Spark Fund – a University of Akron Research Foundation initiative to fund prototyping and testing to lead to more technology licenses – has announced \$255,000 in funding to support its first three funded projects.

- Associate Professor of Polymer Science **Abraham Joy** and graduate students **Kaushik Mishra** and **Cesar Lopez** received funding to prototype and iteratively test a light-releasable medical adhesive.
- Professor of Civil Engineering **Gary Doll** received funding to prototype three new advanced surface coatings.
- Assistant Professor of Mechanical Engineering **Kwek-Tze Tan** and biomimicry fellows **Emily Kennedy** and **Bill Hsiung** received funding to prototype a football helmet liner to test their concussion prevention technology (pictured at right).



Preliminary lab prototype of UA's impact protection technology, which mimics hedgehog spines

Spark Fund is a 2017 initiative that aims to deploy \$500,000 in privately raised and State of Ohio funding to support the creation of validated prototypes that will lead to licenses and scalable startups.



Dr. Chelsea Monty presents a UA hydration sensor technology to the ARCHAngels Network

UA hydration sensor featured at Akron angel network meeting

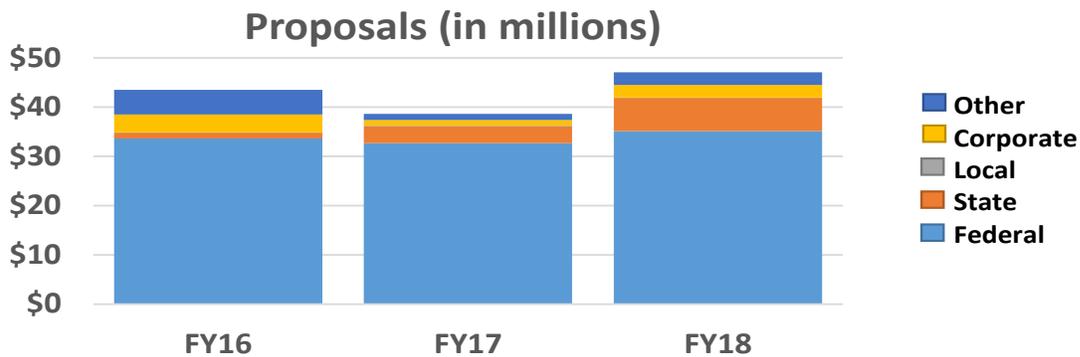
Assistant Professor of Chemical & Biomolecular Engineering **Chelsea Monty** was one of four featured presenters at the ARCHAngels Investment Network meeting in September. Monty presented a UA hydration sensor technology, being developed in her lab, that can help athletes and other individuals monitor their hydration levels in real time to prevent heat stroke and improve performance. ARCHAngels brings together entrepreneurs, investors, service providers, and students for quarterly events. In addition to Monty's presentation, HungerPerks – a software startup founded by three UA students – pitched for investment. Since 2005, ARCHAngels has presented more than 170 startups, which has raised \$800 million in follow-on funding.

PROPOSALS

FY16	Count	Total \$	Anticipated IDC \$	Anticipated Cost Share \$
Federal	94	\$ 33,596,866	\$ 9,767,077	\$ 22,000
State	7	\$ 1,228,064	\$ 14,136	\$ 150,000
Local	2	\$ 79,776	\$ 15,713	\$ -
Corporate	85	\$ 3,606,084	\$ 764,548	\$ -
Other*	33	\$ 4,991,480	\$ 1,204,963	\$ 129,049
Total	221	\$ 43,502,271	\$ 11,766,437	\$ 301,049

FY17	Count	Total \$	Anticipated IDC \$	Anticipated Cost Share \$
Federal	107	\$ 32,669,515	\$ 10,509,403	\$ 89,896
State	6	\$ 3,455,542	\$ 28,445	\$ 2,934,229
Local	7	\$ 146,122	\$ 1,740	\$ -
Corporate	45	\$ 1,134,100	\$ 109,995	\$ -
Other*	36	\$ 1,196,575	\$ 85,912	\$ 146,621
Total	201	\$ 38,601,854	\$ 10,735,495	\$ 3,170,746

FY18	Count	Total \$	Anticipated IDC \$	Anticipated Cost Share \$
Federal	93	\$ 35,107,851	\$ 10,785,783	\$ 204,654
State	10	\$ 6,756,189	\$ 230,328	\$ 3,391,514
Local	3	\$ 86,323	\$ 3,513	\$ -
Corporate	31	\$ 2,568,523	\$ 669,485	\$ -
Other*	22	\$ 2,558,634	\$ 288,909	\$ 32,994
Total	159	\$ 47,077,520	\$ 11,978,018	\$ 3,629,162



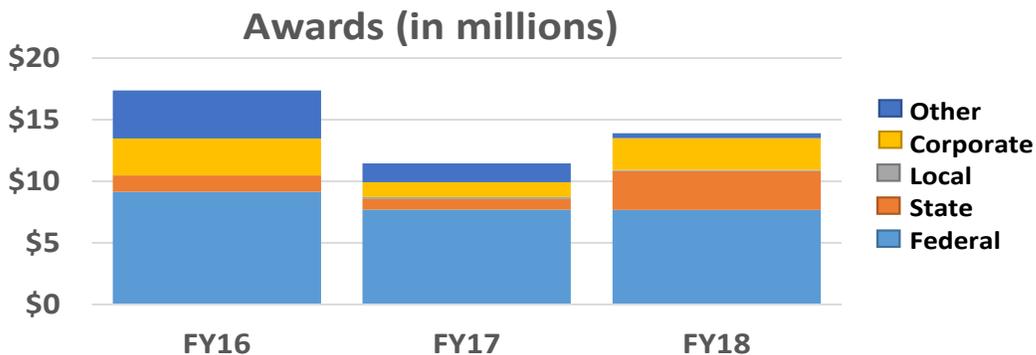
*Other is comprised of sponsor types: foundation/nonprofit, individual, non-U.S. government, and other universities. This report may co-report with UA's Development Office.

AWARDS

FY16	Count	Total \$	Anticipated IDC \$	Anticipated Cost Share \$
Federal	53	\$ 9,142,102	\$ 1,950,799	\$ 259,297
State	12	\$ 1,321,443	\$ 79,552	\$ 196,698
Local	3	\$ 19,081	\$ -	\$ -
Corporate	95	\$ 2,992,433	\$ 652,297	\$ -
Other*	39	\$ 3,891,630	\$ 980,060	\$ 79,015
Total	202	\$ 17,366,688	\$ 3,662,708	\$ 535,009

FY17	Count	Total \$	Anticipated IDC \$	Anticipated Cost Share \$
Federal	52	\$ 7,703,835	\$ 1,961,847	\$ 208,196
State	6	\$ 855,233	\$ 13,405	\$ 84,207
Local	12	\$ 165,407	\$ -	\$ -
Corporate	60	\$ 1,200,266	\$ 167,688	\$ -
Other*	36	\$ 1,532,227	\$ 128,388	\$ 562,384
Total	166	\$ 11,456,968	\$ 2,271,328	\$ 854,787

FY18	Count	Total \$	Anticipated IDC \$	Anticipated Cost Share \$
Federal	46	\$ 7,685,596	\$ 1,888,227	\$ 131,993
State	7	\$ 3,140,993	\$ 124,141	\$ 2,128,800
Local	6	\$ 86,323	\$ 3,513	\$ -
Corporate	33	\$ 2,596,487	\$ 523,703	\$ 75,000
Other*	14	\$ 403,713	\$ 28,629	\$ 76,928
Total	106	\$ 13,913,112	\$ 2,568,212	\$ 2,412,721



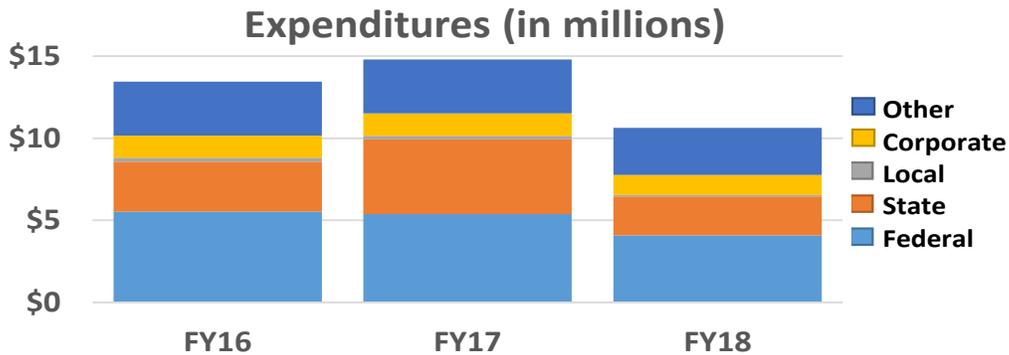
*Other is comprised of sponsor types: foundation/nonprofit, individual, non-U.S. government, and other universities. This report may co-report with UA's Development Office.

EXPENDITURES

FY16	Total \$	Actual IDC \$	Actual Cost Share \$
Federal	\$ 5,526,663	\$ 1,148,216	\$ 172,246
State	\$ 3,038,137	\$ 194,222	\$ 537,922
Local	\$ 243,575	\$ 1,090	
Corporate	\$ 1,346,848	\$ 215,544	\$ 38,044
Other*	\$ 3,298,045	\$ 211,042	\$ 224,802
Total	\$ 13,453,268	\$ 1,770,114	\$ 973,014

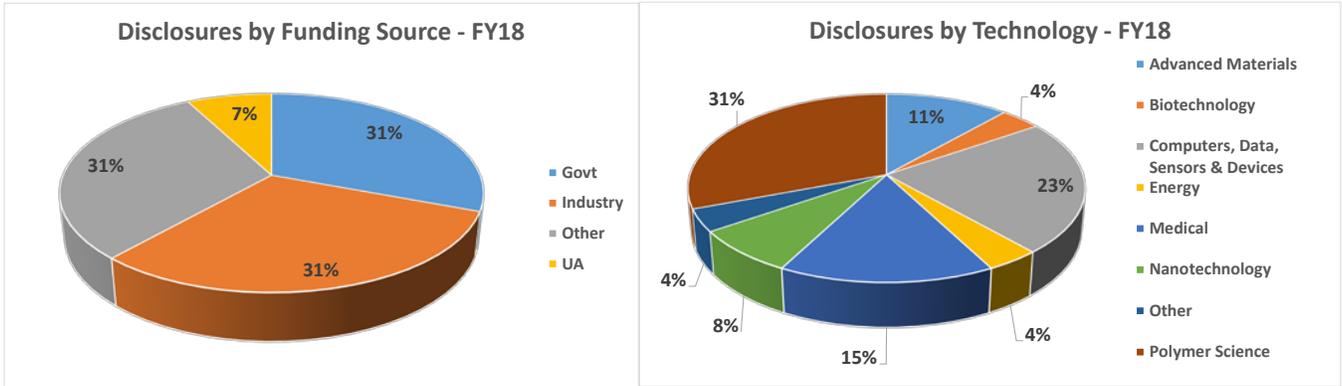
FY17	Total \$	Actual IDC \$	Actual Cost Share \$
Federal	\$ 5,385,298	\$ 1,057,694	\$ 434,988
State	\$ 4,550,146	\$ 155,564	\$ 2,104,545
Local	\$ 208,454	\$ 16,787	
Corporate	\$ 1,376,671	\$ 262,528	\$ 42,045
Other*	\$ 3,273,932	\$ 202,637	\$ 528,797
Total	\$ 14,794,501	\$ 1,695,210	\$ 3,110,376

FY18	Total \$	Actual IDC \$	Actual Cost Share \$
Federal	\$ 4,080,182	\$ 1,042,989	\$ 60,533
State	\$ 2,367,231	\$ 125,621	\$ 421,982
Local	\$ 102,772	\$ 7,090	
Corporate	\$ 1,211,578	\$ 253,300	\$ 10,821
Other*	\$ 2,876,263	\$ 243,647	\$ 295,742
Total	\$ 10,638,025	\$ 1,672,648	\$ 789,077



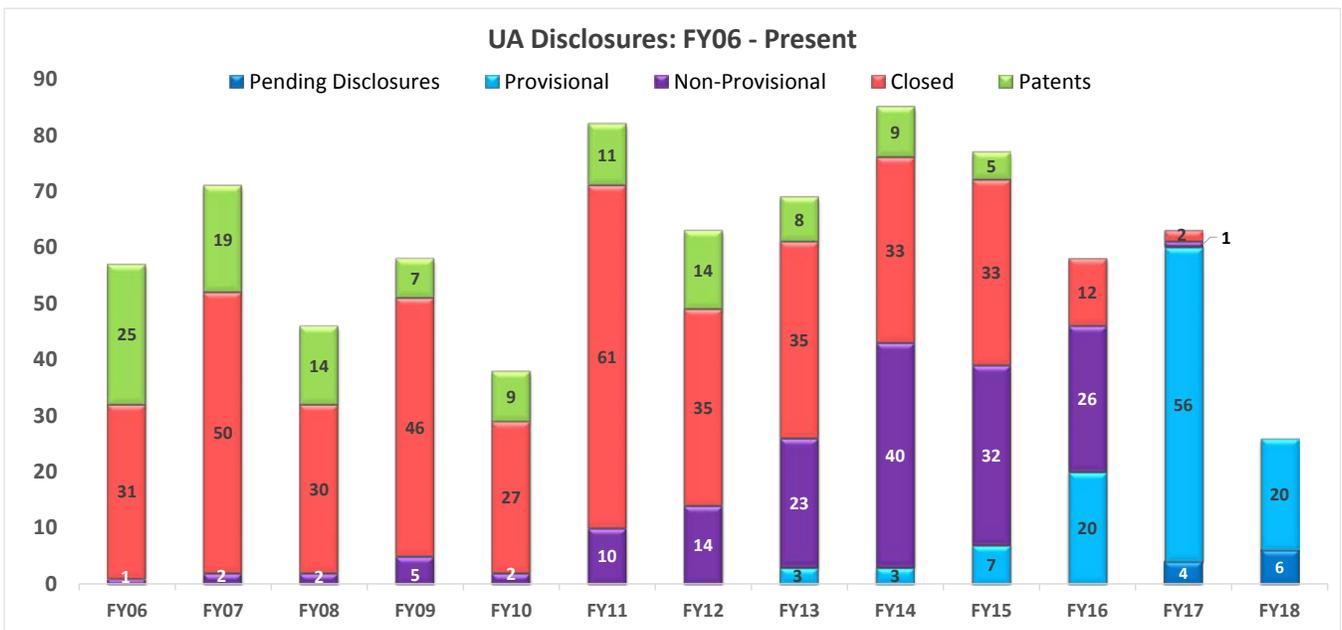
*Other is comprised of sponsor types: foundation/nonprofit, individual, non-U.S. government, and other universities. This report may co-report with UA's Development Office.

Technology Transfer: Invention Disclosures and Patent Activity FY06 to present



Disclosures submitted in FY18 to date continue in a variety of fields, with 50% being in advanced materials and polymer science. All are being assessed regarding the technology and potential market, and all except four have been protected with a provisional patent. A provisional patent application protects an invention for one year. During this time a technology and market assessment is conducted to determine if a non-provisional patent should be filed. Once filed, it takes several years for the claims to be evaluated, revisions to be filed, and a patent to issue.

The funding source of research leading to inventions can affect the ability to commercialize the technology. Industry research agreements usually provide options for exclusive or non-exclusive licenses, with negotiated fees. Agreements often include provision for patent costs to be paid by the research sponsor. Government funding gives the university the right to patent and license, while including government use provisions. Other funding sources typically leave patent rights under university control and responsibility. Regardless of research funding, by Ohio statute any intellectual property created by State employees or by anyone using state funding or facilities is owned by UA.



**U.S. Patents Issued from July 1, 2017 to October 31, 2017
(Sorted by Funding Source & Technology)**

U.S. Patent	Issue Date	Patent Title	Inventors	College	Technology	Funding
9,744,055	08/29/2017	Antagonistically Actuated Shape Memory Alloy Manipulator	Erik D. Engeberg and Savas Dilibal	COE	Energy	Govt
9,783,631	10/10/2017	Synthesis and Characterization of UV-Curable Maleimide Terminated Imide Oligomers	Mark D. Soucek and Jinping Wu	CPSPE	Polymer Science	Govt
9,783,442	10/10/2017	Digestion of Waste Activated Sludge with Algae	Lu-Kwang Ju and Hiren K. Trivedi	COE	Biotechnology	Industry
9,801,902	10/31/2017	Debridement Method Using Topical Nitric Oxide Donor Devices and Compositions	Daniel J. Smith, Patrick J. Trotter and Mahesh Bhide	BCAS	Medical	Industry
9,777,082	10/03/2017	Synthesis of Hyperbranched Polyacrylates by Emulsion Polymerization of Inimers	Coleen Pugh and Guillermina Garcia	CPSPE	Polymer Science	Industry
9,790,301	10/17/2017	Terpene/Isoolefin Copolymers Having Substantially Heterogeneous Compositional Distribution and Displaying Thermoplastic Elastomeric Properties	Judit Puskas	COE	Polymer Science	Industry
9,707,704	07/18/2017	Surface Enhancement by Incorporation of Magnetic Particles by Electromagnetic Molds, Rollers, Coating Blades, and Brushes	Erol Sancaktar	CPSPE	Advanced Materials	Other
9,709,376	07/18/2017	High Sensitivity Inductive Sensor for Measuring Blade Tip Clearance	Jiang J. Zhe and Li Du	COE	Computers, Data, Sensors & Devices	Other
9,787,237	10/10/2017	Fault Tolerant Control System for Multi-Phase Permanent Magnet Assisted Synchronous Reluctance Motors	Seungdeog Choi and A.K.M. Arafat	COE	Computers, Data, Sensors & Devices	Other
9,797,851	10/24/2017	An Integrated Ultrasonic-Inductive Pulse Sensor for Wear Debris Detection	Jiang J. Zhe and Li Du	COE	Computers, Data, Sensors & Devices	Other
9,745,967	08/29/2017	Thermal Energy Harvesting Device	Erik D. Engeberg and Subramaniya I. Hariharan	COE	Energy	Other
9,695,286	07/04/2017	Rubbery Polysiloxanes Carrying Cyanoacrylate Functions and Related Methods for Their Preparation and Uses Thereof	Joseph P. Kennedy, Istvan Szanka, and Amalia Szanka	CPSPE	Medical	Other

9,701,939	07/11/2017	Thermoresponsive Cell Culture Supports	Bi-Min Zhang Newby, Ge Zhang, Nikul Patel, and John Cavicchia	COE	Medical	Other
9,783,840	10/10/2017	Decalcification Solution with Preservation of RNA	Robin Jacquet and William Landis	CPSPE	Medical	Other
9,745,414	08/29/2017	Hyperbranched Amino Acid-Based Poly(ester ureas) for Regenerative Medicine and Drug Delivery	Matthew L. Becker and Jiayi Yu	CPSPE	Medical	Other
9,714,333	07/25/2017	Single and Twin Screw Extruders with Ultrasound Horns for Decrosslinking and Devulcanization	Avraam Isayev	CPSPE	Polymer Processing	Other
9,695,275	7/4/2017	Integrated Zwitterionic Conjugated Polymers for Bioelectronics, Biosensing, Regenerative Medicine, and Energy Applications	Gang Cheng	COE	Polymer Science	Other
9,701,781	07/11/2017	Photochemical Preparation of Hydroxyl-Terminated Polyisobutylenes and Related Methods and Uses	Joseph P. Kennedy, Nihan Nugay, and Turgut Nugay	CPSPE	Polymer Science	Other
9,782,433	10/10/2017	Co-Network of High and Low Molecular Weight 3-Arm Star Cyanoacrylate-Telechelic Polyisobutylene and 2-Octyl Cyanoacrylate	Joseph P. Kennedy, Istvan Szanka, and Amalia Szanka	CPSPE	Polymer Science	Other
9,694,346	7/4/2017	Functional Gas-Assisted Impregnation Method for Producing Noble Metal Alloy Catalysts with Defined Morphology	Zhenmeng Peng	COE	Advanced Materials	UA
9,783,554	10/10/2017	Lanthanide Ion Complexes and Imaging Method	Yi Pang and Qinghui Chu	BCAS	Advanced Materials	UA

**ACADEMIC ISSUES & STUDENT SUCCESS
COMMITTEE**

TAB 7

STUDENT SUCCESS REPORT

THE UNIVERSITY OF AKRON DIVISION OF STUDENT AFFAIRS

Defining success with every student, every day

REPORT TO THE BOARD OF TRUSTEES

December 6, 2017

Mission: Support and engage students to advance and achieve their goals through dynamic opportunities.

The Division of Student Success engages all students in educational, academic support programming, and activities to meet student development needs throughout their college experience.

- Academic Achievement Programs
- Academic Advising and Student Success
- Accessibility
- Akron Experience
- Career Services
- Counseling and Testing Center
- Dean of Students
- Learning Communities
- New Student Orientation
- Registrar
- Residence Life and Housing
- Student Academic Success (Tutorial Services)
- Student Conduct and Community Standards
- Student Health Services
- Student Recreation and Wellness Services
- Student Life
- Zip Assist

The University of Akron's Residence Hall Programming Board brings home FOUR major awards from National Association of Campus Activities (NACA) Mid-America conference in Covington, KY:

- Diversity/Social Justice Program Award
- Innovative Program Award
- Late Night/Alternative Program Award
- Outstanding Campus Collaboration



Academic Achievement Programs (AAP)

AAP is actively engaged in motivating participants to take on greater civic responsibility and engagement:

- “On the Table Talks, Akron” has encouraged parent organizations to collaborate more closely than in the past. The event, which was covered in both the Akron Beacon Journal and featured **live** on WKYC evening news, brought a certain new awareness of how parent involvement within the city encourages their student to be a leader.
- Upward Bound Classic and Upward Bound Math/Science females attended the annual Crimson Heights conference for women and girls in Cleveland. Danita Harris from Cleveland’s Channel 5 News was the keynote speaker. Any student who attended is eligible for a **\$1,000** scholarship. AAP students have been recipients three times in the past five years. Yvonne Pointer, mother of raped and murdered 14-year-old daughter, spoke on the increase in inner city violence giving strategies for young girls to avoid romantic/violent relationships.
- The 10th Anniversary of the Black Male Summit was attended by over 100 program participants, including students from APS, Akron Early College, STEM, Hoban, St. Vincent, and CVCA.
- AAP and STEP program directors met with Bridgestone Americans new Chief Technology Officer, Nizar Trigui. Mr. Trigui was impressed with the STEP program and involved his new HR Executive Director, who was excited to learn that STEP student Letia Bass was one of her first new hires. Mr. Trigui shared information concerning a high school initiative they are considering.

Academic Advising and Student Success (CAASS)

- CAASS staff delivered a total of **36** Advising & Registration presentations to students enrolled in the Akron Experience course which is designed to enable advising staff to encourage early conversations with students about their academic progress and the importance of degree progression.
- To date, roughly 70 percent of freshmen advised in CAASS have completed the required Freshman Transition appointment. During the appointment, students discuss their class progress, academic concerns, and receive information concerning study techniques, tutoring and resources on campus (e.g. Counseling and Testing Center, Accessibility and Student Life).
- CAASS presented tips for a successful college transition to families and students during UA Family Weekend, which included information on how to track grades and how to get involved on campus. Families had the opportunity to learn about resources available to their student on campus and to have their questions answered.



Assistant Director Stephanie Kiba and Academic Advisor Dan Reichert join Zippy to provide information to enhance student success during UA Family Weekend.

Accessibility (OA)

- **College Info Night – Akron Children’s Hospital**
 - A social worker for Akron Children’s Hospital sponsored a college information night which included The University of Akron Office of Accessibility. Information about admissions, programs, resources and financial aid was discussed. Those in attendance included families and children under the age of 18 who use, or have used, Akron Children’s Hospital for their cancer treatment.
- **Disability 101**
 - OA provided the Humanities Department a presentation about what services are available, the different disabilities that are served, the registration process, how accommodations are decided for students, professor and student rights, and what accommodations are available to students. Discussions were held concerning how the instructors can better serve their students with disabilities and how OA and the faculty can further their working relationship in the future.
 - OA also provided a presentation for the Office of Multicultural Development where they discussed the details of the registration



College Info Night – Akron Children’s Hospital & OA

process and how they can encourage their students with a disclosed disability to register with OA. "Disability Etiquette" was discussed as well as correct disability terminology and how to communicate with students with disabilities.



OA and the Office of Multicultural Development discussing "Disability Etiquette."



OA Student Assistant manning the table in the Student Union for Diversity Week.

Akron Experience (AE)

- To date, **44** Akron Experience courses are active for fall 2017 with a total enrollment of **1,042** students.

Career Services (CS)

- **834** – Students exploring careers with the online assessment tool (Focus2)
- **707** – Student appointments
- **47** – Mock interviews
- **707** – Resume reviews
- **4610** – Students utilizing Handshake (job board)
- **Employer Connections – September/October**
 - **8233** – Employers using Handshake
 - **3759** – New job postings on Handshake (part- and full-time)
 - **851** – New internship/co-op job postings on Handshake
 - **5482** – Total full-time, part-time and internship/co-op job postings on Handshake
- **Part-Time/Seasonal Job Fair**
 - There were a total of **46** employers who attended the job fairs on October 18 and 19. There is another job fair scheduled for November 14 with 23 employers registered to attend.
- **Best Practices for Conducting an Education Job Search** will be held in the Career Center and Student Union on November 15 which will include a panel discussion with seven area school district partners who will discuss job search strategies for education majors. In addition, 20 representatives from school district partners will conduct mock interviews for education majors currently enrolled in student teaching.
- **Etiquette Dinner**
 - On November 8, **175** students, staff and faculty registered to attend the Etiquette Dinner. Faculty and staff are invited to attend if they sponsor students to attend the event. There were **12** employer sponsors. Guests participated in a networking session and a three-course dinner. Presentation topics included basic table manners, business etiquette, professional correspondence, social media etiquette, and appropriate dress. Noriko Wilson attended as a guest speaker to discuss international dining etiquette awareness.

- **Fall Updates**

- Career Services assisted the College of Health Professions in hosting a **Behavioral Health Career Fair** in the Student Union on October 11 which was held in collaboration with County of Summit ADM Board (Alcohol, Drug Addiction and Mental Health Services Board). This career fair was open to all students interested in a career in behavioral health. There were **18** agencies and **50+** students in attendance.
- The **Career Lab** was launched in the Career Center for students to engage with trained Career Assistants in a lab-style setting for resume reviews, mock interviews, co-op/internship and job searches which allows Career Services the opportunity to provide students with hands-on assistance as they develop their resumes and search for internship jobs. There is also a Career Lab in the Buchtel College of Arts and Sciences.
- External (RSS) feeds of current jobs posted in Handshake are now available to provide faculty and staff with active lists of current jobs and internships/co-ops offered to students in their areas of study. These lists are updated nightly and are designed to assist faculty in keeping current and knowledgeable regarding job trends and opportunities for students in their respective program.
- Faculty LinkUps are scheduled all semester in the Career Center to provide faculty the opportunity to have a LinkedIn photo taken, meet the Career Center liaison to their college and learn about the External (RSS) feeds available to them.
- Career Services developed/updated 16 resource guides which are available for download as well as hard copies in the Career Center. Topics include how to prepare for a career fair, cover letter tips, curriculum vitae writing, Dress for Success, experiential learning, career planning checklist for each year in school, graduate school preparation, interviewing, job search, LinkedIn, and resume writing.
- The “College Suit-Up Event” partnership with JCPenney and Kent State University was such a success there is another one planned in April, 2018.



Employers taking advantage of a recruitment table as an additional way to "Come to Campus" to connect with students.

Counseling and Testing Center (CTC)

- CTC presented National Depression Screening Day in the Student Union and the Polsky Building Atrium where **462** students and the UA community took 10-minute depression screenings, obtained mental health information, ate snacks and won prizes.
- The number of students seen for psychotherapy at CTC was up **28%** for the month of October 2017 compared to 2016.
- CTC staff provided LGBTQ Ally training and a student workshop on the impact of Sexual Orientation in the Workplace in alignment with Coming Out Day in October.



National Depression Screening Day.

Residence Life and Housing (RLH)

- As part of the Emerging Leaders Akron Experience course, RLH hosts a series of top-notch speakers to enhance the classroom experience during the fall semester:
 - September 13 – Karith Foster presented Stereotyped 101
 - October 4 – Elaine Pasqua presented “Sex and Excess: Surviving the Party”
 - October 18 – Brent Scarpo presented “The Adventure of Brent and Sophia” which focused on mental health issues and wellness.
 - November 1 – Matt Glowackki presented “Diversity According to South Park and the Family Guy”
- Since July 1, 2016 - Residence Hall Program Board, Residence Hall Council, Sigma Lambda, and the Richard L. Hansford Chapter of National Residence Hall Honorary hosted a combination of **53** programs with a combined attendance of **9,578**.

Student Academic Success (SAS)

- More than **1,600** students have utilized the Bierce and/or Polsky tutoring labs through October 2017.
- Over **205** students have used E-Tutoring this semester, for a total of **353** sessions.
- Learning Assistants study tables and/or review sessions this semester have been utilized by **650** students.

Student Conduct and Community Standards (SCCS)

- During the July 1, 2016 through October 31, 2017 period, there were **201** students referred to SCCS for a variety of formal and informal conduct processes, including but not limited to, fact finding meetings, hearing boards, educational conferences, restorative justice meetings, and informal academic misconduct referrals. Compared to the same time period last year, this number represents a **1.4 percent decrease**.
- During the same time period, there were **301** total violations of the Code of Student Conduct reported/investigated by SCCS. Referred students can be investigated on more than one violation of the Code of Student Conduct depending upon the complexity of the referral. This number indicates a **7.67 percent decrease** as compared to the same time last year.
- Students who were found **responsible** for most common violations include:

Category of Violation	2016	2017	(+/-)	Percentage Change
Disorderly, disruptive, lewd, or indecent conduct	5	1	-4	-80.00%
Failure to comply	0	2	2	200.00%
Intimidating or threatening behavior	10	6	-4	-40.00%
Offenses defined as felonies or misdemeanors	11	11	0	0.00%
Possession, use, or distribution of alcohol	47	43	-4	-8.52%
Possession, use, or distribution of drugs	13	19	6	46.15%
Violation of university policy, rule, or regulation	54	79	25	46.30%

Number of Responsible Violations. This table illustrates the total number of responsible findings for the selected violations compared to the previous year to date. Note a student may have been found responsible for more than one violation of the Code of Student Conduct during the same incident.

- Year-to-date there were **55** educational programs (3.51 percent below last year) with a total attendance of **1,348** (an increase of 28.53 percent) which included, but not limited to, department tabling, classroom presentations, orientation presentations, and faculty and staff trainings.

Student Health Services (SHS)

- SHS will work with the Counseling and Testing Center and function as a first-level referral source for positive AUDIT (Alcohol Use Disorders Identification Tool) screens. With the start of spring semester, data will be compiled on incidents of positive screens to develop information on problematic alcohol use on campus and use this data to develop campus normative discussions for programming.
- Once again, the University offered flu shots to students, employees and their families. The School of Nursing was unable to operate the flu shot clinics, SHS provided staff and provided 309 flu shots in October.

Student Life (SL)

- Throughout the month of October, the Student Union operations crew and event planning teams helped student organizations host several events including the **Everest Nepalese** Student Organization. The Nepalese students had food, dancing and informational displays for the 300 attendees. President Wilson provided the welcome. Additionally, the student operations team found time to volunteer at **Boo at the Zoo**, a community event at the Akron Zoo.



Boo at the Zoo

- serveAkron**
 - serveAkron hosted **Make a Difference Day** on October 28 with **487** volunteers contributing over **1,012** service hours for **20** non-profit agencies in the Akron community. Approximately **\$8,250** in minimum wage work was contributed by UA students and staff.
 - serveAkron also hosted **Trunk-or-Treat** at Leggett Elementary School on October 31 with **17** student organizations and UA departments dressing up and passing out candy to approximately **510** elementary school students and guests.



Volunteers hard at work for Make a Difference Day



President Wilson with the 2017 Homecoming King and Queen

- Campus Programs and Zips Programming Network (ZPN)**
 - Alexia Santiago and Dan Kosich were crowned as the **2017 Homecoming King and Queen** at the Homecoming Game on October 7 with President Wilson doing the honors. The court was made up of eight men and women representing various organizations and academic departments.
 - ZPN's Late Night Chair Bryce Chekan was honored and chosen to sit on the **National Convention Showcase Selection Committee** for the 2018 National Association for Campus Activities (NACA) National Convention where he will play a crucial role in the review and selection processes of hundreds of showcasing applicants for the convention.
- Fraternity and Sorority Life (FSL)**
 - Panhellenic Council (PHC) President Alexis Loze and VP of Administration Allie Stanley attended the National Panhellenic Conference's Annual Meeting in Denver, Colorado where UA's College

Panhellenic Council was recognized as a National Panhellenic Conference (NPC) College Panhellenic Excellence Award recipient. This award recognizes College Panhellenics that demonstrate success in the areas of academics, recruitment, Panhellenic operations and administration, communication with your NPC area advisor, judicial procedures, Panhellenic programming and Panhellenic community impact and relations. The University of Akron's Panhellenic is one of 20 chapters of the 650 College Panhellenics to receive this award.

- **Student Union Game Room**

- The Roo Lounge served as the host site for the 8th Annual Eddie and Peggy Elias Bowling tournament on November 4 with over **60** student participants. There were two flights where there were three women and three men who medaled with **\$7,000** worth of awards to be distributed to these medalists.



8th Annual Eddie and Peggy Elias Bowling Tournament held in the Student Union Game Room – Winning students along with Annie, Adrian and Emerson Elias.

- **Undergraduate Student Government (USG)**

- The Executive Branch of USG hosted the 1st Annual Student Leader Summit with about 75 student leaders attending where they discussed issues that are affecting our campus. This program will continue with a luncheon series called **First Friday's** where student leaders can come together to continue the discussion as well as talk about potential solutions.
- Other notable events USG has hosted in October:
 - Doughnut Day 3.0 – USG passed out doughnuts to make a connection with students;
 - Golf Cart Day – USG drove students around campus, to and from class;
 - Town Hall with the President

Golf Cart Day



Tweet @usgua for a ride to class from me!



USG's Doughnut Day 3.0

Student Recreation and Wellness Services (SRWS)

- **The Mile High Challenge (MHC)** encourages students to actively rock climb on a regular basis with the goal to climb the equivalent of a vertical mile over the course of the fall semester. This translates to **99 laps** on the tallest wall, with other combinations being possible. **Participation for fall 2017 is 47** students which compares to 42 in 2016 and 48 in 2015. The MHC provides students the opportunity to gain climbing experience, stay active, develop climbing technique, learn to top rope belay, and accomplish a realistic goal.

- **Bike Share Program**

- The University of Akron Bike Share Program has had great success in its first semester with **467 checkouts** since September. **83% (389)** were checked out at the SRWC, averaging **10 checkouts per day** in September and **seven checkouts per day** from August through October, with an overall average of **23 checkouts per bike**.
- These **20 bikes** have not only taken students to and from classes, they have been all around the city of Akron as well as on the towpath trail to the Mustil store and Peninsula!
- This program will wrap-up in November and plan to return in the spring semester. Additional locations and program streamlining are being discussed.



Bikes ready for check out.

- **Crate Stacking** is a program with the goal of stacking as many upside-down milk crates as possible while climbing the stack as it is being built with **33 students participating in fall 2017**. Stacking occurs during consistent times (4-6pm) but on different days to balance consistency with accommodating varied class schedules. It offers students an opportunity to try a new activity that is unique, practice balancing skills, and casually compete to claim the “most crates stacked” bragging rights.



Crate Stacking

- SRWS supported **Family weekend** as a host site for Friday games, inflatables, and activities as well as facility access and use on Saturday with **340 family members** participating.
- SRWS launched a new **Escape Room** program to offer unique teambuilding opportunities to the campus community. Created by SRWS graduate assistants, the program has become very popular amongst student organizations and campus departments. Since program inception, a total of **237 students** have participated in **18 Escape Room** experiences.
- The 7th Annual **UA5K Homecoming Run & Walk** was held with a total of **295** people participating. Zippy was in attendance to cheer runners on with **22 sponsors** supporting the event with gifts in-kind or monetary donations. A total of **29 volunteers** made the event possible.



7th Annual UA5K Homecoming Run & Walk

Zip Assist (ZIP)

- Through the Help-A-Zip online referral system, **128** referrals were received in October, a **197 percent** increase from FY17. Referrals have primarily related to financial assistance with aid or emergency financial assistance with textbooks, car repairs and immediate housing needs. Overall referrals for the academic year, in comparison to FY17, are up by **184 percent**. Referrals related to financial aid/tuition, academic concerns, personal/social, textbook assistance, and emergency financial assistance can be made online at uakron.edu/referral.
- Through a partnership with The Salvation Army of Summit County, to provide up to \$500 in textbook scholarships to UA students, **29** students have received **\$9,598** worth of textbook assistance since August 28.
- The Student Emergency Financial Assistance (SEFA) program, supported by the Great Lakes Higher Education Corporation & Affiliates – DASH Emergency Grant, has provided **\$28,340.27** in emergency assistance to **25** students. Branch campus colleagues are also trained to offer immediate financial assistance to students enrolled at Wayne, Media, Lakewood, or Millersburg.
- ZipAssist has provided support to the University Registrar for the marketing and promotion of spring 2018 registration. Outreach to campus has included posters, messaging in electronic publications, chalking, social media, tabling, and direct messaging. Spring registration opened on October 30 and students are able to view their assigned enrollment appointment in 'My Akron'.
- As a new means to support students, ZipAssist will open a U.S. Passport Acceptance Facility, approved by the Department of State National Passport Center, on December 1. Students and community members will be able to apply for a passport and have official photos taken from the ZipAssist office, located in Simmons Hall.
- UA Family Weekend, which is overseen by ZipAssist and in conjunction with the Parents and Family Association, took place from October 6-8. Hosted during Homecoming Weekend, this family-centered program included; a family carnival, educational presentations, pumpkin painting, a magic show, and various campus and city tours. Over **1,300** Zips and their families took part in the weekend.



UA Family Weekend



More fun at UA Family Weekend.



Future ZIP getting a little help playing mini-golf.

**ACADEMIC ISSUES & STUDENT SUCCESS
COMMITTEE**

TAB 8

INFORMATION TECHNOLOGY REPORT



DATE: November 13, 2017

TO: Nathan J. Mortimer, CPA
Vice President for Finance & Administration/CFO

FROM: John Corby 
Chief Information Officer

SUBJECT: ITS Informational Report for the Board of Trustees

As requested of me, I provide the accompanying report of the IT Projects and Activities for the Board of Trustees information for its December 6, 2017 meeting. The accompanying report includes:

- Update on Projects & Activities
- Completed Projects & Activities
- Planned Projects & Activities
- Tabled Projects & Activities

Information Technology Services

Informational Report for the Board of Trustees

December 6, 2017

Prepared effective October 31, 2017



Information Technology Services

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UPDATE ON PROJECTS and ACTIVITIES

<p><i>Wired Network Upgrade</i></p>	<p>Start date: September 2016</p> <p>Funding: \$1,650,000 Local Funds; \$1,300,000 State Capital Funds</p> <p>Description: Redesign and replace campus wired network to increase performance, reliability, and support of new technologies.</p> <p>Milestones:</p> <ul style="list-style-type: none"> • Phase 1 (Sep 2016 - Dec 2017) – Install new campus core network alongside existing network. • Phase 2 (Jan 2018 - Dec 2018) – Install new wired end user access network. • Phase 3 (Jan 2018 - May 2019) – Migrate, cleanup and cutover; remove legacy equipment. <p>Targeted completion: May 2019</p>
<p><i>Campus Cable Upgrade</i></p>	<p>Start date: August 2017</p> <p>Funding: \$4,800,000 State Capital Funds</p> <p>Description: Upgrade cabling to modern specifications. Install additional cabling to support campus wireless network.</p> <p>Milestones:</p> <ul style="list-style-type: none"> • Phase 1 (Aug 2017 – Sep 2017) – Capital Planning selection of Project Engineer; planning and estimation of upgrade efforts. • Phase 2 – Timeline to be defined by Project Engineer. <p>Targeted completion: To be determined</p>

<p><i>Wireless Network Upgrade</i></p>	<p>Start date: September 2016</p> <p>Funding: \$1,700,000 Local Funds</p> <p>Description: Replace all legacy wireless access points with current technology offered by Aruba. This new technology will provide better performance, enhanced security, and will be easier and more cost effective to replace. To date, 2,200 out of 2,800 access points have been installed.</p> <p>Milestones:</p> <ul style="list-style-type: none"> • Phase 1 (Sep 2016 – Dec 2017) – Replace legacy access points with new ones. • Phase 2 (Dec 2017 – Sep 2018) – Review gaps in wireless coverage and install additional access points to improve and extend coverage. <p>Targeted completion: September 2018</p>
<p><i>Data Center Network Upgrade</i></p>	<p>Start date: May 2017</p> <p>Funding: \$350,000 Local Funds</p> <p>Description: Install new network switches, firewall, and load balancer in the campus data center. This will provide increased performance, reliability, security, and integration with colocation and cloud infrastructure.</p> <p>Milestones:</p> <ul style="list-style-type: none"> • Phase 1 (May 2017 – Dec 2017) – Install hardware. • Phase 2 (Jan 2018 – Mar 2018) – Configure, test, and migrate. <p>Targeted completion: March 2018</p>
<p><i>Campus Radio System Upgrade</i></p>	<p>Start date: May 2016</p> <p>Funding: \$410,000 State Capital Funds</p> <p>Description: Convert outdated campus radio system from analog to digital for improved campus communication and support.</p> <p>Milestones:</p> <ul style="list-style-type: none"> • Phase 1 (May 2016 – Sep 2016) – Upgrade campus police dispatch system. • Phase 2 (Oct 2016 – Dec 2017) - Upgrade 10 campus radio repeaters to accommodate digital signals. • Phase 3 (Jan 2018 – May 2018) – Deploy 450 digital radios to University staff.

	Targeted completion: May 2018
<i>Admissions and Recruiting Constituent Relationship Management System</i>	<p>Start date: April 2017</p> <p>Funding: \$200,000 Local Funds</p> <p>Description: TargetX and Salesforce were selected to provide the admission and recruiting solution for prospective students. This solution includes a student undergraduate application and constituent relationship management system to market prospects for admissions.</p> <p>Milestones:</p> <ul style="list-style-type: none"> • Phase 1 (Apr 2017 – Sept 2017 updated to Dec 2017) – Initial deployment with undergraduate application. • Phase 2 (Sept 2017 – TBD) – Develop initial marketing programs. <p>Targeted completion: To be determined</p>

<p><i>Business Intelligence and Analytics Migration</i></p>	<p>Start date: August 2017</p> <p>Funding: \$400,000 Local Funds</p> <p>Description: Migrate business intelligence and analytics solutions to facilitate the institution’s growing analytics needs. New business intelligence technology is intended to help make informed decisions around retention, enrollment, and data management decisions. This migration involves two separate and concurrent initiatives. First to migrate from Hyperion Analytics, which is at end of life, to Oracle Analytics. Second to migrate Tableau dashboards engineered and hosted by Ernst & Young to an on-premise platform.</p> <p>Milestones:</p> <ul style="list-style-type: none"> • Oracle Analytics Migration (Aug 2017 – TBD) <ul style="list-style-type: none"> – Setup environment and define scope. – Train and deploy. – Rewrite reports. – Shutter Hyperion Analytics. • Tableau Migration (Dec 2017 – TBD) <ul style="list-style-type: none"> – Setup environment and define timeline. – Establish and train support staff. – Import dashboards on-premise. – Conduct training for dashboard users. <p>Targeted completion (Oracle): To be determined</p> <p>Targeted completion (Tableau): To be determined</p>
<p><i>Faculty Computer Refresh</i></p>	<p>Start Date: September 2017</p> <p>Funding: \$1,300,000 Local Funds</p> <p>Description: The Faculty Senate Computing and Communications Technology Committee (CCTC) provided a recommendation for the replacement of 740 computers for the full-time faculty.</p> <p>Milestones:</p> <ul style="list-style-type: none"> • 680 units ordered and 60 units yet to be ordered. • 160 units delivered. • 61 units deployed. <p>Targeted completion: December 2017</p>

COMPLETED PROJECTS AND ACTIVITIES

No initiatives completed this reporting period

PLANNED PROJECTS and ACTIVITIES

Migration of Cable TV to Managed Services

Anticipated start date: September 2017

Funding: \$150,000 Local Funds

Description: Campus cable television distribution is provided via University owned equipment. Due to the need to upgrade to fully support HDTV, an RFP will be released to provide managed services to host the campus cable television service.

Milestones:

- Phase 1 (Sept 2017 – Feb 2018) – Develop and release RFP and select a vendor.
- Phase 2 (Mar 2018 – Aug 2018) – Convert and migrate to managed services.

Targeted completion: August 2018

Eduroam Implementation

Anticipated start date: September 2017

Funding: None required

Description: Eduroam is a wireless authentication service that allows members of participating universities to access each other’s wireless networks. This will allow visiting students and researchers to access The University of Akron’s wireless network, and allow The University of Akron community members to access the wireless network at other participating institutions when visiting those locations.

Milestones:

- Phase 1 (Oct 2017 – Nov 2017) – Configure and test.
- Phase 2 (Dec 2017 – Dec 2018) – Rollout of Eduroam to campus.

Targeted completion: December 2018

<p><i>IT Business Continuity and Disaster Recovery Implementation</i></p>	<p>Anticipated start date: October 2017</p> <p>Funding: To be determined</p> <p>Description Identify and prioritize key business systems and recovery time objectives. Evaluate options for providing disaster recovery and business continuity.</p> <p>Milestones:</p> <ul style="list-style-type: none"> • Phase 1 – Work with campus administration and stakeholders to identify key priorities for disaster recovery and business continuity. • Phase 2 – Evaluate and implement required colocation facility and/or cloud infrastructure services. • Phase 3 – Conduct ongoing test and refinement of disaster recovery preparedness. <p>Targeted completion: November 2018</p>
<p><i>Cloud Enterprise Resource Planning (ERP) System Migration</i></p>	<p>Anticipated start date: To be determined</p> <p>Funding: To be determined</p> <p>Description Migrate from the Oracle-PeopleSoft and supporting third-party systems to a cloud-based enterprise resource planning (ERP) system to better manage and automate the University’s financial, human resource, and student administration functions and provide a richer user experience for employees, students, faculty, and other interested constituents.</p> <p>Targeted completion: To be determined</p>

TABLED PROJECTS and ACTIVITIES

No initiatives tabled this reporting period

1

*Revisions to University Rule 3359-60-03.3, Repeating courses

2

*Revisions to University Rule 3359-10-01.1, The University of Akron rules of the University Council

December 6, 2017

Board Meeting

Presiding:

Alfred V. Ciraldo,
M.D.

Rules Committee



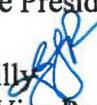
CONSENT AGENDA:
ITEMS 1, 2



Office of the Vice President &
General Counsel

DATE: November 30, 2017

TO: Dr. Rex D. Ramsier
Senior Vice President and Provost

FROM: John J. Reilly 
Associate Vice President and Deputy General Counsel
Assistant Secretary, Board of Trustees

RE: **Summary of Rules Committee Agenda Items for the
December 6, 2017 Meeting of the Board of Trustees**

The Rules Committee will be asked to consider revisions to the following Rules at the Board of Trustees meeting on December 6, 2017:

1. **O.A.C 3359-60-03.3 – Repeating courses**

The proposed revisions to this rule were reviewed and approved by Faculty Senate at its meeting held on November 2, 2017 to allow a student to repeat a course for credit at another institution, and to clarify other aspects of the rule.

2. **O.A.C 3359-10-01.1 – The university of Akron rules of the university council**

The proposed revisions to this rule were reviewed and approved by University Council at the meetings held on June 13, 2017 and October 10, 2017.

Please let me know if you have any questions.

3359-60-03.3 Repeating courses.

Undergraduate students may repeat a course twice. Undergraduate students may repeat a course more than twice with the permission of the dean of their degree-granting college or, if they are not yet admitted to a degree-granting college, by the dean of their intended degree-granting college or, if they have not yet declared a major, by the dean of the college offering the course. All course repeats are subject to the following conditions:

- (A) To ~~secure~~ receive a new grade of "A" through "F" (~~"A" through "F"~~) a student may repeat a course in which the previously received grade was a ~~"C"~~ "C-", "D+", "D", "D-", or "F", "CR," "NC," ~~"CR," "NC,"~~ or "AUD." ~~Registrations under the "CR/NC" option are subject to the restrictions in the "CR/NC" policy.~~
- (B) To receive a new grade of ~~secure a~~ "CR," "CR" or "NC", a student may repeat a course in which the previously received grade was a "NC." Registrations under the "CR/NC" option are subject to the restrictions in the "CR/NC" policy.
- (C) To receive a new grade of "A" through "F" ~~secure a grade ("A" through "F"), or "CR," "CR"~~ or "NC," a student may repeat a course in which the previously received grade was an "AUD." Registrations under the "CR/NC" option are subject to the restrictions in the "CR/NC" policy.
- (D) ~~A graded course ("A" through "F")~~ A course in which the previously received grade was "A" through "F", or "CR" or "NC", may not be repeated for a grade of "AUD." "AUD"; however, the grade of "AUD" does not replace the previously received grade.
- ~~(E) A course taken under the "CR/NC" option may not be repeated for a grade of "AUD."~~
- ~~(F)~~ (E) With the dean's permission, a student may substitute another course if the previous course is no longer offered. ~~Courses must be repeated at the university of Akron.~~
- ~~(G)~~ (F) Grades for all attempts at a course will appear on the student's official academic record.
- ~~(H)~~ (G) Only the grade for the last attempt at a course at the university of Akron will be used in calculating the grade point average.
- ~~(I)~~ (H) All grades Grades for all attempts at a course at the university of Akron will be used in the grade point calculation for the purpose of determining graduation with honors and class rank if applicable.
- (I) A student who wishes to receive credit or satisfy a prerequisite by repeating a course at another institution must satisfy the conditions and receive the permissions specified for

transient students in paragraph (B) of rule 3359-60-03.1 of the Administrative Code. A course repeated at another institution for transient credit will count toward the two repeats allowed without the dean's permission. A course repeated at another institution will not be used in the calculation of the grade point average.

(J) ~~For purposes of this rule,~~ Regardless of where a course is taken, credit for the a course or its equivalent will apply only once toward meeting degree requirements.

Effective:

Certification:

M. Celeste Cook
Secretary
Board of Trustees

Promulgated Under: 111.15

Statutory Authority: 3359

Rule Amplifies: 3359

Prior Effective Dates: Prior to 11/04/77, 08/30/79, 01/31/81, 05/15/82, 12/31/86, 02/22/03, 06/25/07, 01/31/15, 08/27/17

THE UNIVERSITY OF AKRON

RESOLUTION 12- -17

Revisions to University Rule 3359-60-03.3
Repeating Courses

BE IT RESOLVED, That the recommendation presented by the Rules Committee on November 29, 2017, to revise Rule 3359-60-03.3, to allow a student to repeat a course for credit at another institution, and to clarify other aspects of the rule, approved by Faculty Senate at its meeting held on November 2, 2017, be approved.

M. Celeste Cook, Secretary
Board of Trustees

December 6, 2017

- (A) Name. The name of this body is the university council.
- (B) Defining shared governance. The university council will operate under the principle of consultative decision-making whereby the opinion and advice of the university council membership are sought, but decision-making authority remains with the board of trustees and its appointed agent, the university president. Thus, the university council will function in a manner consistent with information sharing and discussion rather than joint decision-making. The university council provides open lines of communication and informs university administration on matters of planning, policy, and programs that are pertinent to the fulfillment of the university's mission. University council recommendations shall be referred to the president, as provided for in these bylaws. The faculty senate remains the sole body which proposes curricular and academic changes to the board through the president.
- (C) Duties:
- (1) The university council is the representative and legislative body of the university that deliberates and makes recommendations to the president on matters such as strategic planning, university policy, and other substantive matters that pertain to the strategic direction, and operations of the university.
 - (2) The university council provides the integrated framework for both strategic and ongoing planning, decision-making and oversight of the university's strategic plan. It helps to ensure that the goals and objectives of the strategic plan are realized.
 - (3) Based on input from university council committees and its own deliberations, university council contributes to ensuring that university policy is based on sound principles of shared governance, sound reasoning and adequate information.
 - (4) The university council receives inputs on policy issues from constituent members of the university community. Through an executive committee, it refers those inputs to the appropriate standing committee for discussion and recommendation to university council.
 - (5) The university council shall provide recommendations within a time frame specified by the president to fit the calendar and agendas of the board of trustees.
 - (6) The university council receives and discusses reports of the standing

committees of university council. It deliberates and votes on their recommendations, and it refers them back to committees, when necessary.

(7) The university council considers reports or recommendations from campus constituent groups from which it draws its membership, as well as from the president, provost, and university council standing committees.

(a) All recommendations passed by the university council shall be forwarded to the president.

(b) Within forty-five calendar days of receipt of a passed recommendation, the president shall do one of the following:

(i) Forward the recommendation to the board of trustees for consideration;

(ii) Put the recommendation into effect if the president deems it unnecessary to send the matter to the board of trustees;

(iii) Send the recommendation back to university council with a request for more information;

(iv) Send the recommendation back to university council with an explanation for disapproval.

(c) The president will notify university council of the disposition of each recommendation, indicating whether the recommendation has been approved, referred to the board of trustees, sent back for more information, or sent back with an explanation for disapproval.

(8) University council will record its recommendations in minutes of meetings that are publicly available on its website and communicated to its members by email.

(D) Membership of university council.

(1) University council has three components: The university council, the university council executive committee and eight standing committees.

(2) The university council and its standing committees shall be composed of

representatives from eight campus groups: faculty senate, deans, vice-presidents, department chairs/school directors, contract professional advisory committee (CPAC), staff employee advisory committee (SEAC), graduate student government (GSG) and undergraduate student government (USG).

- (3) Council members and standing committee members shall be selected or elected by each of the eight campus groups in a manner which each campus group deems appropriate. The process for selection of representatives from each campus group shall be reported in writing to the executive committee and every selection shall be certified in writing by the presiding member of the campus group, and seated by the executive committee, after it receives such certification. Terms shall be for three years with the exception of USG and GSG which will each have one year terms. Employees who retire from the university and continue employment pursuant to a re-employment agreement may, if they wish, continue to fulfill the duties of their unexpired terms, but may not run for another term. Continuation of terms shall be subject to the approval of the constituency group that selected or elected them.
- (4) The university council shall define its year to begin ~~May~~ September first, so that terms expire ~~April thirtieth~~ August thirty-first of the following year.
- (5) The university council shall consist of ~~twenty-seven~~ twenty-five voting members:
 - (a) Fifteen members: Three members from each of the following constituent groups: faculty senate, SEAC, CPAC, USG and GSG. At least one of the three representatives from each constituency shall be from its respective at-large community, i.e., not a member of the representative body.
 - (b) One member: dean from the council of deans.
 - (c) One member: department chair from the association/caucus of department chairs/school directors.
 - (d) Eight members: chairs of the eight standing committees.
 - (e) ~~Two members:~~ The president and senior vice president, and provost (SVPP) shall be ex officio but non-voting members. ~~and chief operating officer (SVPP).~~

(f) Appointed administrators for support shall be ex officio but non-voting members of their respective committees.

(6) Election of officers.

(a) The members of the university council who are elected as chair, vice chair and secretary are also the officers of the executive committee.

(b) Terms of officers are for two years. If the seat is held by a member of USG or GSG, the term shall be for one year.

(c) Officers must be a representative of faculty senate, CPAC, SEAC, USG or GSG.

(7) Membership of the executive committee.

(a) The executive committee shall be comprised of eight voting members:

(i) The officers of university council are the officers of the executive committee.

(ii) There shall be five additional members, one from each of the constituency groups (faculty senate, CPAC, SEAC, USG, and GSG). They shall be elected by their constituency's elected/selected representatives to university council from amongst themselves.

(iii) Terms for executive committee members shall be for two years except USG and GSG terms which shall be for one year.

(b) The SVPP will be an ex officio non-voting member.

(c) Elections shall be held by secret ballot.

(8) Each standing committee shall consist of twelve elected/selected members and one appointed administrator for support:

(a) Membership.

- (i) Ten members: two members from each of the following constituent groups: faculty senate, CPAC, SEAC, USG and GSG. At least one of the two representatives from each constituency shall be from its respective at-large community, i.e., not a member of the representative body.
- (ii) One member: dean from the council of deans.
- (iii) One member: department chair/school directors from the association of department chairs.
- (iv) One member: An appointed administrator for support shall be designated and appointed by the senior vice president, provost and chief operating officer. The appointed administrator for support shall be an official from the office of academic affairs or the vice president that is most closely associated with the standing committee's topical areas. The appointed administrator for support is a voting member of the standing committee who is responsible for convening the first meeting every year to elect committee officers and providing administrative support to the officers of the committee sufficient to achieve the work of the committee.

(b) Officers.

- (i) At the first meeting of the university council year, the appointed administrator for support shall coordinate an election for the chair, vice chair and secretary of the committee, if necessary. The appointed administrator for support may not be an officer of a committee.
- (ii) Terms of office for committee officers are two years. If the officer is a student representative, the term shall be one year.
- (iii) The duties of the chair are to preside over committee meetings, which determine their own agenda. The university council or executive committee may refer matters to the committees directly. The chair of the committee shall coordinate support for committee activities with the appointed administrator for support.
- (iv) The duties of the vice chair are to assist the chair in such ways as the latter may request; and in the absence of the chair, the vice

chair presides over the meetings of the committee.

(v) The duties of the secretary are to record, transcribe and distribute the proceedings of the committee to committee members and the university council, assist the chair in such ways as the latter may request, arrange for orderly conduct of the business of the committee, and in the absence of the chair and vice chair, the secretary presides over the meetings of the committee.

(9) Vacancies.

- (a) University council may, at its discretion, declare vacant any university council seat and each standing committee may, at their discretion, declare vacant any standing committee seat for which the relevant council member:
- (i) Is no longer a member of the group from which they were selected, unless this is due to retirement from the university. Employees who retire from the university and continue employment pursuant to a re-employment agreement may, if they wish, continue to fulfill the duties of their unexpired terms, but may not run for another term. Continuation of terms shall be subject to the approval of the constituency group that selected or elected them. If this approval is not granted, a vacancy may be declared.
 - (ii) Is unable to regularly attend meetings due to conflicting professional duties, imperative personal affairs, illness, or student class schedule.
 - (iii) Has, without notice, missed more than three regular meetings of the university council or of regular meetings of standing committees during the previous twelve months.
- (b) Should a university council vacancy occur the university council chair shall notify the appropriate unit to select a new member to fill the vacant seat for the balance of the unexpired term.
- (c) Should a standing committee vacancy occur, the committee chair shall notify the university council chair to notify the appropriate unit to select a new member to fill the vacant seat for the balance of the unexpired term.

(E) Service support.

- (1) Membership on university council or its committees contributes significantly to the university and is therefore an essential component of university service by faculty, staff, contract professionals and students.
- (2) The administrative and academic units shall recognize that active service on university council and its standing committees, where not in conflict with established unit performance guidelines, is critical to the functioning of the shared governance system of the university and recognize such service accordingly. Administrators who find that such service is in conflict with established unit performance guidelines shall communicate that finding in writing to the executive committee.
- (3) Membership carries expectations of attendance at and preparation for committee meetings. The chair, appointed administrator for support, vice chair, and secretary of each committee has the responsibility to encourage all committee members to contribute in a substantial manner to committee activities.
- (4) Supervisors or instructors of members of university council are expected to support all university council committee member activities and consider such service as both professional development and part of the member's work duties.
- (5) University council membership work shall be planned to the greatest extent possible and should not diminish unit-level activities.
- (6) Contributions to university council shall be considered in the annual assessment of employee performance and shall be recognized appropriately in the compensation decision-making process. Supervisors may choose to secure feedback from the chair and appointed administrator for support on the level of involvement of their employees in university council activities.
- (7) Students shall work in advance to make arrangements with instructors regarding missed assignments via the assignment completion form in the event university council business should overlap with class per the guidelines for absence due to participation in university sponsored events policy, approved by the faculty senate and the board of trustees in 2007.

(F) Material and record support.

- (1) Material support. The university shall, subject to approval of the board of trustees, provide suitable office space, a budget for appropriate expenditures including funds for providing reassigned time or stipends to officers, and at

least one full-time staff person for support of the university council activities.

- (2) Appointed administrators for support for standing committees are responsible for providing materials support to the committee to which they are assigned.
- (3) Records. All inactive documentary material and related records of the council shall be handled in a manner consistent with rule 3359-11-11 of the Administrative Code.

(G) Meetings.

(1) Meeting requirements.

- (a) Meeting agendas of university council and each standing committee shall be distributed with the meeting announcement.
- (b) Meetings shall be held in physical or digital form where all members are able to communicate synchronously. Email can be used to inform the activities of a meeting, but cannot be used to replace a meeting.
- (c) Members cannot designate individuals to substitute for them when they are unable to attend a meeting.
- (d) For purposes of conducting business, a quorum of the council shall be a majority of the filled council seats. ~~members present in person~~.
- (e) For purposes of conducting business, a quorum of the standing committee shall be a majority of the filled committee seats. ~~members present in person~~.
- (f) Voting. To ensure the ability of members to provide effective independent inputs, all votes shall be made by secret ballot.
- (g) Scheduling of university council and standing committee meetings shall be determined by their respective chairs. The university council shall meet at least once a month, year round and standing committees shall meet at least once a month, year round.
- (h) All meetings of the university council and standing committees shall be open to the public.

(2) Specific guidelines on meetings.

(a) University council.

- (i) Announcement of meeting dates and an agenda shall be available electronically at least one calendar week prior to each regularly scheduled meeting accompanied by the minutes of the previous meeting.
- (ii) Requests to have items placed on the agenda of the council shall be submitted in writing to the secretary of the council by a university council member at least two calendar weeks prior to a meeting of the council.
- (iii) Special meetings may be called at any time with one week's notice by the chair of the university council.
- (iv) Items referred to the council by the president shall be automatically placed on the agenda of the council.

(b) Standing committees.

An agenda shall be made available electronically at least two full business days prior to each meeting, accompanied by the minutes of the previous meeting

(H) University council executive committee.

The executive committee is responsible for agenda-setting and coordination of the work of university council to facilitate deliberation, communication and action. Executive committee recommendations shall be considered in a timely manner by the standing committee to which it is referred.

(1) Duties of chair, vice-chair and secretary.

- (a) Duties of the chair of the university council/executive committee: Presides over meetings of the university council and executive committee, calls special meetings of the university council, acts as or designates the official spokesperson for the university council in all of its external communications, forwards to the president all recommendations passed by the university council, supervises the clerical staff of the university

council, and undertakes such tasks as are directed by the council. Upon the expiration of the chair's term of office, the ex-chair shall for one year be a non-voting member, ex officio of the university council if he or she otherwise would not be a member. During that period, the ex-chair shall also be a non-voting member ex officio of the executive committee.

- (b) Duties of the vice chair of the university council/executive committee: Assists the chair in such ways as the latter may request; and in the absence of the chair, the vice chair presides over the meetings of the university council/executive committee.
- (c) Duties of the secretary: Records, transcribes and distributes the proceedings of the university council to all constituent groups and interested members of the university, assists the chair in such ways as the latter may request, has custody (jointly with the chair) of the books, records, physical facilities, and tangible property of the university council, and arranges for the orderly conduct of the business of the university council. In the absence of the chair and vice chair, the secretary presides over meetings of the university council.

(2) Responsibilities of the executive committee.

- (a) The executive committee shall forward university council policy recommendations to the president, and monitor their disposition.
- (b) When policies are enacted by the board of trustees, the executive committee shall monitor their implementation or may delegate such monitoring to a standing committee.
- (c) The executive committee shall ensure that all policy questions that come to the university council will be referred to the appropriate standing committee for discussion and recommendations to university council. It shall also ensure that their disposition is managed through a system that will be available to all members of the university community.
- (d) The executive committee shall accept items for consideration by university council or one of the university council standing committees, from the president, or the SVPP or from a member of the university council constituency groups.
- (e) The executive committee shall oversee and monitor the operations of the

standing committees and ensure that the business of the standing committees and ad-hoc committees are completed in a timely fashion.

- (f) The executive committee shall receive reports of standing committees and transmit them to the university council for disposition. Each such report must be on the university council agenda.
- (g) The executive committee shall recognize and notify, prior to the first meeting of the university council in each council year, all new members as having been duly chosen based on information provided by the presiding member of each constituency group. No new members of the council or any committee shall be seated until their selection/election by constituency groups is certified as conforming to the written practice of each group. Certifications are to be provided to the persons selected, the constituency, the chair of the standing committee and such others as the executive committee may designate.
- (h) The executive committee shall participate in quarterly meetings with the president.
- (i) The executive committee shall ensure that university council and its committees convene in joint session, two times a year.
- (j) Orientation of new university council members: The executive committee shall oversee appropriate orientation of new members (prior to May first of each year) to the university council. Orientation should consist of university council history, organizational structure and operational protocol at a minimum.

(I) Standing committees.

(1) General charges/responsibilities of each standing committee:

- (a) Recommends mid and long-range plans for standing committee work.
- (b) Provides recommendations for action on policy, operations, organization and other matters related to the committee domain to the university council.
- (c) Develops procedures and measures to be used to evaluate progress toward achieving the goals of the mid and long-range plan(s).

- (d) Conducts an annual assessment of the progress toward achieving the goals of the mid and long-range plans(s) based on the procedures and measures referenced above.
- (e) Reports monthly to the full university council in writing made available electronically.
- (f) Participates in evaluation of the development of objectives, strategies, initiatives, and action steps for academic support units to enable the academic units to successfully accomplish the academic mission of the university.

(2) The standing committees of university council are:

- (a) Student engagement and success committee.

The student engagement and success committee is responsible for studying, monitoring and making recommendations regarding the university's student engagement and success strategies and practices in collaboration with staff, contract professionals and faculty in appropriate departments. These recommendations shall be forwarded to the university council for consideration.

- (b) Information technology committee.

The information technology committee is responsible for studying, monitoring and making recommendations regarding information technology planning, policies, strategies and practices in collaboration with staff, contract professionals and faculty in appropriate departments. These recommendations shall be forwarded to the university council for consideration.

- (c) Budget and finance committee.

The budget and finance committee is responsible for studying, monitoring and making recommendations to university council on the development of all university budget, finance and purchasing policies and resource allocations in collaboration with staff, contract professionals and faculty in appropriate departments. These recommendations shall be forwarded to the university council for consideration.

(d) Physical environment committee.

The physical environment committee is responsible for studying, monitoring and making recommendations related to overall campus planning, safety, and the use and assignment of university space, physical facilities and equipment in collaboration with staff, contract professionals and faculty in appropriate departments. These recommendations shall be forwarded to the university council for consideration.

(e) Communications committee.

The communication committee is responsible for: assessing and making recommendations regarding the university's internal/external communication strategies and practices; providing/receiving feedback to/from university council on systemic communication issues; tracking issues that have a direct institution-wide impact and recommend action as appropriate; gathering feedback from the constituents that each committee member represents and bring attention to issues for consideration by the whole committee in collaboration with staff, contract professionals, faculty and students in appropriate departments. These recommendations shall be forwarded to the university council for consideration.

(f) Recreation and wellness committee.

The recreation and wellness committee is responsible for studying, monitoring and making recommendations on strategies and policies regarding intercollegiate athletic and recreational sports and wellness issues in collaboration with staff, contract professionals and faculty in appropriate departments. These recommendations shall be forwarded to the university council for consideration.

(g) Talent development and human resources committee.

The talent development and human resources committee is responsible for studying, monitoring and making recommendations on the development of all university policies and practices relating to inclusive excellence and to the wellbeing of employees of the university, subject to existing contractual agreements. Issues of wellbeing would include but are not limited to fringe benefits, insurance, employee performance, recreation and wellness and other aspects of working conditions in collaboration with staff, contract professionals and faculty in appropriate departments. These recommendations shall be forwarded to

the university council for consideration.

(h) Institutional advancement committee.

The institutional advancement committee is responsible for studying, monitoring and making recommendations on development and alumni issues in collaboration with staff, contract professionals and faculty in appropriate departments. These recommendations shall be forwarded to the university council for consideration.

(J) Rules. The parliamentary authority for the university council shall be "Robert's Rules of Order," in its most recent edition. In any conflict between the university council bylaws and "Robert's Rules of Order," the council bylaws take priority. A person who is not a member of the university council shall be appointed parliamentarian by the chair of the university council.

(K) Amendments.

(1) Amendments to these bylaws may be proposed in writing by a member of university council at any regularly scheduled meeting.

(2) A vote by the university council on a proposed amendment may be taken only at a subsequent regular or special meeting of the university council.

(3) To pass, a proposed amendment requires a positive vote by at least two-thirds of the voting members present at a regular or special meeting of the council.

(4) Amendments shall take effect upon approval by the board of trustees.

(L) Authority of board of trustees. Notwithstanding the preceding, Ohio law vests full authority and responsibility for the operation of the university in its board of trustees which retains and reserves exclusively to itself all rights, powers, prerogatives, responsibilities, and authority vested in it, whether exercised or not. Nothing in this rule shall be construed to limit, reduce, modify, or relinquish any authority or power of the board to govern the university consistent with the powers conferred on the board by law. Any delegation of authority by the board may be enlarged, reduced, modified, or withdrawn at the discretion of the board.

Certification:

M. Celeste Cook
Secretary
Board of Trustees

Promulgated Under:

111.15

Statutory Authority:

3359.01

Rule Amplifies:

3359.01

Prior Effective Dates:

09/11/16

THE UNIVERSITY OF AKRON

RESOLUTION 12- -17

Revisions to University Rule 3359-10-01.1
The University of Akron Rules of the University Council

BE IT RESOLVED, That the recommendation presented by the Rules Committee on November 29, 2017, to revise Rule 3359-10-01.1 as approved by University Council at its meetings of June 13, 2017 and October 10, 2017, be approved.

M. Celeste Cook, Secretary
Board of Trustees

December 6, 2017

1

*Acceptance of June 30, 2017 External Audit Results

December 6, 2017

Board Meeting

Presiding:

William A. Scala

Audit & Compliance



CONSENT AGENDA:
ITEM 1

THE UNIVERSITY OF AKRON

RESOLUTION 12- -17

Approval of June 30, 2017 Financial Statement Audits

BE IT RESOLVED, That the recommendation of the Audit & Compliance Committee on November 29, 2017, to accept the annual financial statements and footnotes as presented by management of the University, Foundation, and Research Foundation, including Plante Moran's audit opinions and reports thereon, as of and for the year ended June 30, 2017, be approved.

M. Celeste Cook, Secretary
Board of Trustees



**Consent Agenda
The University of Akron Board of Trustees
Meeting of December 6, 2017**

Item	Description	Committee	Tab
1	Minutes for October 11, 2017	None	Board of Trustees
2	Investment Report for the Three Months Ended September 30, 2017	Finance & Admin.	2
3	Financial Report for the Three Months Ended September 30, 2017	Finance & Admin.	3
4	Purchase for More Than \$500,000	Finance & Admin.	4
5	Spring 2018 Course Fee Increase Recommendations	Finance & Admin.	5
6	Report to the Ohio Task Force on Affordability and Efficiency in Higher Education	Finance & Admin.	6
7	Mutual Aid Agreements a) City of Orrville b) U.S. Marshals Service	Finance & Admin.	7
8	Cumulative Gift and Grant Income Report for July 1 through October 31, 2017	Finance & Admin.	8
9	Phased Retirement for Staff and Contract Professional Employees	Finance & Admin.	9
10	Proposed Curricular Changes	Academic Issues & Student Success	1
11	Tentative Graduation List and Statistics for Fall 2017	Academic Issues & Student Success	2
12	Revisions to Rule 3359-60-03.3, Repeating courses	Rules	1
13	Revisions to Rule 3359-10-01.1, The University of Akron rules of the University Council	Rules	2
14	Approval of June 30, 2017 Financial Statement Audits	Audit & Compliance	1

Presiding:
Chair
Roland H. Bauer

December 6, 2017

1	Search for the Executive Vice President and Chief Academic Officer
2	Establishment of a Tuition Guarantee Program
3	Approval of a Voluntary Early Retirement Incentive Program
4	
5	
6	
7	
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9	
10	
11	
12	

THE UNIVERSITY OF AKRON

RESOLUTION 12- -17

Pertaining to the Search for the Executive Vice President and Chief Academic Officer

WHEREAS, In a special meeting of the Board of Trustees of The University of Akron (the “Board”) on October 19, 2016, through Resolution 10-10-16, the Board appointed Dr. Rex D. Ramsier (“Dr. Ramsier”) as Senior Vice President and Provost effective through June 30, 2018; and

WHEREAS, The Board further resolved that it would begin a search for the Senior Vice President and Provost position subsequent to the Board’s decision regarding whether it would begin a search for a new President, which the Board stipulated would be determined no later than June 30, 2018; and

WHEREAS, The Board decided during its October 11, 2017 meeting to extend the term of office for Matthew J. Wilson as President through June 30, 2023; and

WHEREAS, The Board, having decided to extend the term of office for the President, now desires to address the Senior Vice President and Provost position consistent with its commitment in Resolution 10-10-16; Now, Therefore,

BE IT RESOLVED, That the Board commits to initiate a national search for an Executive Vice President and Chief Academic Officer, and authorizes the University administration to begin the search as soon as practicable; and

BE IT FURTHER RESOLVED, That Dr. Ramsier shall continue to serve in the position of Senior Vice President and Provost until a candidate is selected and fills that position; and

BE IT FURTHER RESOLVED, That the Board recognizes the need for additional resources in the Office of Academic Affairs and, therefore, authorizes the creation of a co-equal position to the Executive Vice President and Chief Academic Officer within the Office of Academic Affairs, titled the Executive Vice President and Chief Administrative Officer, which shall be responsible for administrative areas, including but not limited to Enrollment Management, Institutional Research, Accreditation Compliance and Reporting, Human Resources and Labor Relations Management; and

BE IT FURTHER RESOLVED, That the Board approves and names Dr. Ramsier to the position of Executive Vice President and Chief Administrative Officer at his current rate of compensation, effective immediately; and

BE IT FURTHER RESOLVED, That the Board gratefully thanks Dr. Ramsier for his service as Senior Vice President and Provost and looks forward to continuing to work with him in his new position of Executive Vice President and Chief Administrative Officer in the Office of Academic Affairs.

M. Celeste Cook, Secretary
Board of Trustees

December 6, 2017

THE UNIVERSITY OF AKRON

RESOLUTION 12- -17

Pertaining to the Establishment of a Tuition Guarantee Program

WHEREAS, The University of Akron (the “University”) wishes to adopt The University of Akron Tuition Guarantee Program (the “Program”), which will provide fixed tuition, select fees, and room and board rates for each incoming cohort of full-time, bachelor-degree-seeking undergraduate students for four years of attendance, beginning with the fall 2018 enrollees; and

WHEREAS, The Program will provide students and their families with predictability as they plan for a four-year education; and

WHEREAS, Revised Code Section 3345.48 authorizes the Board of Trustees of The University of Akron (the “Board”) to establish an undergraduate Tuition Guarantee Program by adopting rules for the governance of the program that must be submitted to the Chancellor of the Ohio Department of Higher Education for approval; Now, Therefore,

BE IT RESOLVED, That the Board adopts the Program for full-time, bachelor-degree-seeking undergraduate students, beginning with students enrolling in fall 2018, including raising by up to six percent (6%) tuition, select fees, room and board, subject to the approval of the Chancellor of the Ohio Department of Higher Education; and

BE IT FURTHER RESOLVED, That the Board adopts the accompanying rules for the governance of the Program, attached as Exhibit A; and

BE IT FURTHER RESOLVED, That the University is authorized to make future modifications to the Program rules to provide for the effective and efficient administration of the program, subject to compliance with the requirements of Ohio Revised Code Section 3345.48.

M. Celeste Cook, Secretary
Board of Trustees

Exhibit A

THE UNIVERSITY OF AKRON TUITION GUARANTEE PROGRAM

A. THE UNIVERSITY OF AKRON GUARANTEE

1. The University of Akron (the “University”) Tuition Guarantee Program (the “Program”) is a Cohort-based, guaranteed undergraduate Tuition program adopted in accordance with Ohio Revised Code §3345.48 (“Cohort” and “Tuition” are defined herein.) The Program provides all Eligible Students (defined herein) and their families the certainty that resident Tuition, Select Fees (defined herein), and Room and Board charges will not increase over the ensuing four academic year period from their enrollment as an Eligible Student in a Cohort. The Program applies to all Eligible Students enrolling at the University’s Main campus. Participation in the Program is required for all Eligible Students admitted at the University in fall semester of 2018 and after.
2. The four academic years of the Program include fall, spring, and summer academic terms and is guaranteed for full-time Eligible Students during that time.
3. Undergraduate resident Tuition, Select Fees and Room and Board rates are set by the University’s Board of Trustees each academic year and will be guaranteed for four academic years for each entering Cohort. Tuition for summer terms is charged separately based on the guaranteed Cohort per-credit-hour rate, less any discount that is or may be approved by the Board of Trustees and implemented for summer terms.

B. TERMS

1. Bachelor’s Degree

Bachelor's degree programs do not normally require more than 120 semester credit hours to be awarded unless the additional coursework is required to meet professional accreditation or licensing requirements. Students completing degree programs requiring more than 120 hours can request an extension of the guaranteed Cohort period following the procedures outlined in Section K. A complete list of programs and their required credit hours can be viewed at www.uakron.edu/academic_majors/.

2. Cohort

- a. Eligible Students are assigned to a Cohort (group) based on the semester in which the Eligible Student is admitted as a full-time, undergraduate bachelor degree-seeking

student. Each academic year contains one fall semester Cohort and one spring semester Cohort.

- b. Any Eligible Student who is registered for classes as of the fifteenth day of the fall or spring term will be assigned to that Cohort year for purposes of determining Undergraduate Tuition, Select Fees, and Room and Board for the four academic years covered by the guaranteed Cohort rate. Each Cohort commences with the first semester of admittance and the rate remains constant for four academic years (e.g., fall 2018 through summer 2022; spring 2019 through fall 2023; etc.).
- c. Eligible Students may complete as many undergraduate degrees, majors, minors, and/or certificates as they choose within their Cohort period.

3. Eligible Students:

- a. First Time Student. A First Time Student is any full-time undergraduate, bachelor degree-seeking student admitted at The University of Akron's Main campus for the first time on or after fall 2018, and who has not been enrolled at any other college, university or postsecondary institution prior to enrollment at the University. First Time Student includes an undergraduate bachelor degree-seeking student who enrolls full-time at the University's Main campus immediately after graduating from high school and non-traditional students who enroll at the University's Main campus for the first time.
- b. Transfer Student. A Transfer Student is any student who enrolls as a full-time undergraduate bachelor degree-seeking student, with eligible credit hours from another college or postsecondary institution. Transfer Students who transfer from another institution prior to fall semester 2018, are not covered by the Program and will be assigned to the University's non-Cohort Tuition schedule. Students transferring from another institution that enroll on or after the fall 2018 semester will receive the Cohort Tuition rate in place at the time of their first semester of enrollment at the University's Main campus.
- c. Eligible Students does not include non-degree-seeking students, part-time, College Credit Plus or Advanced High School; exchange students; and other students participating in other pre-enrollment or postsecondary option programs.

4. Returning Students

Returning students enrolled prior to fall semester 2018 are not eligible for the Tuition Guarantee Program.

C. DISSEMINATION

The terms and conditions of the Program, including respective Cohort rates, will be disseminated by the University using various methods including publishing on websites and in student handbooks and course catalogs. Information also will be available through various University offices, such as: University Bursar, University Registrar, Admissions, Enrollment Services, and other student service offices.

D. ADDITIONAL PROVISIONS

1. Summer Term Start

Students whose first enrollment is a summer term will pay the prior Cohort Tuition per credit hour rate for the initial summer term, but will be assigned to, and pay the Tuition, Select Fees, and Room and Board associated with the entering fall semester Cohort that immediately follows. Summer start students are typically students who have confirmed their enrollment and will be matriculating for the first time for the fall semester immediately following the summer term. By being assigned to the following fall semester Cohort, these students will receive the benefit of guaranteed Tuition and other applicable fees for four full years after completing the initial summer term.

2. Students moving from the University's Associate Degree Program or Wayne College Campus to the Main campus.

University students who transfer from the University's Associate Degree Program or Wayne College campus to its Main campus as a full-time bachelor degree-seeking student will be assigned to the lowest unexpired Cohort for the duration of that Cohort. When the assigned Cohort expires, the student automatically will be placed into the Cohort that went into effect the year after their initial assigned Cohort (Cohort +1). The student will remain in that Cohort for up to two years and if still enrolled after that Cohort expires, will be placed into the next Cohort (Cohort +2) for the next year and so on until the student no longer is enrolled (up to the maximum permitted time under the Program.)

3. Re-Enrolling Students

Re-Enrolling Students who were admitted in a degree-seeking program at the University prior to fall 2018 are not covered by the Program and will pay non-Cohort Tuition, Select Fees, other applicable fees, and Room and Board. When an Eligible Student originally assigned to a Cohort seeks to re-enroll after any period of non-attendance and not more than four (4) academic years have elapsed since the Eligible Student's initial degree-seeking

enrollment, then the Eligible Student will be assigned to the Eligible Student's original Cohort for the balance of the Cohort period. If four (4) or more academic years have elapsed, then the Re-Enrolling Student is assigned to the oldest unexpired Cohort at the campus to which they are re-enrolling.

4. Non-Degree or Part-Time Students

Students admitted or enrolled as non-degree-seeking or part-time students are not covered by the Program and will not be assigned to a Cohort unless the student subsequently enrolls as a full-time undergraduate bachelor degree-seeking student. Non-Degree and part-time Students will pay Cohort Tuition, Select Fees, and Room and Board, set annually by the Board of Trustees. Non-Degree and part-time Students include those enrolled in College Credit Plus or Advance High School; exchange students, and students participating in pre-enrollment or postsecondary option programs. Once an undergraduate student is admitted as a full-time bachelor degree-seeking student, the student will be assigned to a Cohort based on the semester in which the student first enrolled as a full-time bachelor degree-seeking student.

5. Students enrolled at both Main and Wayne College campuses

In addition to students who take all of their credit hours during an academic year (fall, spring, or summer) on either the Wayne College campus or the Main campus, some students take classes at the Wayne College campus and the Main campus during the same academic term. Historically, these students have been assessed the Tuition applicable to the "campus of the student" for all credit hours taken. The University will assess the guaranteed cohort rate regardless of campus.

E. EXCEPTIONS TO STANDARD LENGTH OF COHORT

The Program is for four (4) academic years commencing with either the fall or spring semester. Some students may require additional academic periods beyond four (4) academic years to complete their baccalaureate degree and will continue to attend the University beyond their Cohort period. When certain exceptions are met (as described in Section K of this document), students may extend their guaranteed Cohort Tuition, Select Fees, and Room and Board beyond their guaranteed Cohort period. Students who do not complete their undergraduate degree requirements and are not eligible for an exception (as defined in section K below) by the end of their assigned Cohort term, will be placed into the Cohort that went into effect the year after their assigned Cohort (Cohort +1). The student will remain in that Cohort for up to one year and if still enrolled after that Cohort expires, will be placed into the next Cohort (Cohort +2) for the next

year and so on until the student is no longer enrolled (up to the maximum permitted time under the Program.).

F. RATES INCLUDED IN THE PROGRAM

1. For purposes of the Program, Tuition is defined as the fee for instruction charged to all students. Non-resident students also pay a non-resident Tuition surcharge, and international students pay an additional international fee that are not part of the Program guarantee. Full-time students pay additional Tuition at their Cohort rate for over 18 credit hours enrolled per term. Tuition is set each academic year for four academic years for each entering Cohort. Tuition for summer terms is charged separately based on the guaranteed Cohort per credit-hour rate, less any discount that is or may be approved and implemented for summer terms. Eligible Students who reduce their enrollment to part-time status at any time during their enrollment at the University pay Tuition on a pro-rated, per-credit- hour basis at the Cohort rate.
2. Select Fees. For Main campus, these fees include the general service fee and facility fee, technology fee, library fee, career advantage fee, administrative fee, and transportation fee. A complete description of these and other applicable fees can be found at www.uakron.edu/student-accounts/costs/.
3. Under the Program, each incoming undergraduate resident Cohort is charged its unique, guaranteed rate for four academic years. Full-time students pay additional Tuition at their Cohort rate for over 18 credit hours enrolled per term. Tuition is set each academic year for four academic years for each entering Cohort. Tuition for summer terms are charged separately based on the guaranteed Cohort per credit-hour rate, less any discount that is or may be approved and implemented for summer terms. Eligible Students who reduce their enrollment to part-time status at any time during their enrollment at the University pay Tuition on a pro-rated, per-credit- hour basis at their Cohort rate.

G. OTHER STUDENT RATES INCLUDED IN THE PROGRAM

The Program is designed to provide a guarantee of the rate for completing an undergraduate bachelor degree at the University. The following rates also are included in The Program:

1. Housing Rates (Room)

The Program includes a guaranteed rate schedule for housing that represents the various housing options available to undergraduate students. The rate charged to the Eligible Student is based upon the student's selected or assigned residence type and location. If a student

changes from one room or hall type to another during the Cohort period, the housing rate charged to the Eligible Student will be adjusted based on the guaranteed rate schedule that is in effect throughout the Eligible Student's Cohort period. Student requests to reside in on-campus housing beyond the second year are subject to room availability. If space is available for an Eligible Student who already has met the residency requirement, the established Cohort rate schedule for student rooms continues throughout the period covered by the guaranteed Cohort rate.

2. Meal Plan Rates (Board)

The Program includes a number of meal plan options from which the Eligible Student may choose, depending on whether the Eligible Student resides on- or off- campus. A meal plan is required for students residing in university housing. A Cohort menu of meal plans and rates is included as part of the Cohort rate, and the actual meal plan rate will be based on the meal plan selected by the Eligible Student. While the meal plan rate will remain guaranteed during the Cohort period, individual meal items and merchandise in retail locations are subject to rate changes. The menu of meal plan options and rates will be set for each new Cohort consistent with the contractual obligations between the University and its third party service provider.

H. OTHER STUDENT RATES NOT INCLUDED IN THE PROGRAM

Only undergraduate Tuition, Select Fees, and Room and Board charges are included in the Program guarantee. All other charges including but not limited to undergraduate non-resident surcharge, international fee, specific course and service fees, program fees, student health insurance, textbooks, charges and fines incurred by students (such as late fees) and graduate and professional Tuition and fees are not included.

I. COHORT RATES BEYOND THE INITIAL YEAR

1. Once the initial Cohort Tuition is established, subsequent Cohort increases in Tuition will be based on:
 - a. The average rate of inflation, as measured by the consumer price index prepared by the Bureau of Labor Statistics of the United States Department of Labor (all urban consumers, all items), for the previous sixty-month period; and
 - b. The percentage amount the Ohio General Assembly restrains increases on in-state undergraduate instructional and general fees for the applicable fiscal year. If the General Assembly does not enact a limit on the increase of in-state undergraduate instructional

and general fees, then no limit shall apply under this section for the Cohort that first enrolls in any academic year for which the General Assembly does not prescribe a limit.

- c. This rate of increase will be benchmarked against peer four-year residential research institutions' four-year rolling cost averages to account for the impact of the Cohort pricing model on Tuition changes. If the Program falls significantly below these institutions, the University may elect to submit for approval by the Chancellor of the Department of Higher Education an increase in the forthcoming Cohort Tuition pricing in excess of the stated limitation for Ohio residents.
2. Increases in Cohort rate for Room and Board charges are not subject to the rates' formula set forth above and the plan composition and rates will be determined by The University's Board of Trustees.

J. STUDENTS WHO WITHDRAW AND RE-ENROLL

If a student takes a leave, withdraws, or is judicially suspended from the University for one or more academic semesters, the four (4) academic year period covered by the guaranteed Cohort rate will not be extended. As a result, the student will lose the term(s) of eligibility while absent within the four (4) academic year Cohort period. When the student re-enrolls, if four (4) academic years have not lapsed since the student's initial degree-seeking enrollment, then the student will be charged the guaranteed rate based on their original Cohort for the balance of the Cohort period. If four (4) or more academic years have passed, then the re-enrolling student is assigned to the oldest unexpired Cohort (as defined in section K).

K. EXCEPTIONS FOR STUDENTS WHO REQUIRE MORE THAN THEIR COHORT PERIOD TO GRADUATE

Some students will take longer than their guaranteed Cohort period to graduate due to extenuating circumstances. No later than one semester prior to the expiration of their guaranteed Cohort term, a student may request an extension of their guaranteed Cohort rate. Each case will be evaluated on its own merits to determine whether an extension should be granted and, if so, the nature and duration of any extension.

1. A Program Appeals Committee (the "Appeals Committee") administered by the University Registrar, will evaluate requests for exceptions. The appeal must fall within extenuating circumstances established by the Appeals Committee as described below.
 - a. If the Appeals Committee finds that the student cannot complete the degree program within the four (4) academic years of the student's Cohort due solely to a lack of available

mandatory or required courses or space in required or mandatory classes provided by the University, the University will provide the student with an opportunity to take the necessary course or courses without requiring the payment of Tuition.

- b. Other circumstances will be considered for an extension of the guaranteed Cohort rate beyond the four (4) academic years depending on the validity and impact of the circumstances including:
 - i. Enrollment in a degree program requiring more than 120 hours to graduate
 - ii. Illness or Injury of the student
 - iii. Disability that necessitates a reduced course load as a reasonable accommodation
 - iv. Medical Leave of Absence
 - v. Victim of Interpersonal Violence or Crime while enrolled
- c. If the Appeals Committee determines that the student has provided sufficient documentation of extenuating circumstances that were outside the control of the student and prevented the student from completing the student's program of study during the assigned Cohort period, the Committee will determine the appropriate period of time or number of courses to extend the guaranteed Cohort rate.
- d. Any student called to active duty in the United States Armed Services will be given an automatic extension of their guaranteed Cohort rate based upon the number of academic terms impacted by the student's active duty absence.

THE UNIVERSITY OF AKRON

RESOLUTION 12- -17

Pertaining to Approval of a Voluntary Early Retirement Incentive Program (“VRIP”)

WHEREAS, The University has implemented a number of cost reduction initiatives over the past several years and continues to pursue ways to control costs and make investments; and

WHEREAS, Many institutions of higher education regularly seek to save money, while at the same time investing in new faculty, by offering retirement incentives to certain current faculty members; and

WHEREAS, The VRIP will provide eligible full-time faculty members and eligible administrators with full-time faculty rank with additional incentives upon separation from service from the University, and provide the University with greater flexibility to respond to current budgetary priorities and to continue to move forward with implementing strategic initiatives as part of the plan to Stabilize, Invest and Grow; and

WHEREAS, Neither part-time nor full-time faculty who have retired and were subsequently rehired or who participated in the Transition After Retirement Program (“TARP”) are eligible to participate in the VRIP; Now, Therefore,

BE IT RESOLVED, That the Board authorizes the Vice President for Finance and Administration/CFO, in consultation with the Senior Vice President and Provost and the Vice President and General Counsel, to take all necessary action to effect the implementation of a VRIP for faculty to be implemented by May 31, 2018; and

BE IT FURTHER RESOLVED, That the Board authorizes the extension of the special educational privileges through reduction of fees as authorized in University Rule 3359-20-04.3 to all of the employees who participate in the VRIP and their dependents for a period not to exceed four (4) years from the date of the employee’s separation to enable them to complete the degree program they are currently enrolled in, so long as there is no break in their attendance and the student meets the applicable eligibility requirements. In addition, the Board authorizes such reduction of fees to the affected employees and their dependents for a period of one (1) year for those individuals enrolled to begin classes for the first time with the start of the fall 2018 semester; and

BE IT FURTHER RESOLVED, That the Board authorizes the extension of payment of accrued but unused sick leave upon retirement, as prescribed by, and consistent with University Rule 3359-11-01, to include those employees who participate in the VRIP and who otherwise would not meet the eligibility criteria defined in University Rule 3359-11-01; and

BE IT FURTHER RESOLVED, That the provisions of the VRIP will be reduced to writing in the VRIP Plan Document; and

BE IT FURTHER RESOLVED, That the Vice President for Finance and Administration/CFO will report back to the Board the number of individuals who enroll in the VRIP.

M. Celeste Cook, Secretary
Board of Trustees

December 6, 2017