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September 25, 2020

To: Finance & Administration Committee

From: Patty Bedient, Chair

Re: 2021 Committee Work Plan

Committee members,

Please find enclosed several attachments for the work plan discussion scheduled at our next committee meeting.

Vice Chair Darry Callahan, former Vice Chair Mike Thorne, and I appreciated your feedback in the most recent trustee self-assessment, the results of which are provided in Attachment 1. I especially want to thank you all for the additional time you devoted over the spring and summer and for your flexibility in bringing a number of items directly to the Board in order for us to act in a timely fashion. As you look at Attachment 2, you will see the impressive amount of work we accomplished this year.

You will find the proposed work plan for next year in Attachment 3. First and foremost, the work plan continues to be grounded in our [committee charter](#) responsibilities. Looking ahead to next year, the vice chair and I agree with survey comments from several of you, emphasizing the value of the Ten-Year Forecast as we think about the short and long term financial challenges stemming from the pandemic. We typically schedule a Ten-Year Capital Forecast update in January of odd-numbered years. However, we have discussed with Vice President of Finance and Administration Mike Green, and he agrees, that an update to the Ten-Year Business Forecast (which includes both operating and capital) would be valuable this year. The work plan has been adjusted to reflect this change.

We also recognize that online meetings can be difficult in terms of committee engagement and so will be looking for opportunities to use panel discussions and other strategies next year.

I look forward to your feedback on the proposed plan.

Sending my best to you,
Patty

**2020 Trustee Self-Assessment Survey:
Finance & Administration Committee**

Average Response to Questions (rating scale ranged from 1-strongly disagree to 5-strongly agree)

Criteria	Question	2019	2020	Prior 5 Yr Average
Responsibilities/ Performance	As a committee member, I have a clear understanding of the committee's role and responsibilities.	4.4	4.8	4.5
Responsibilities/ Performance	Committee work is guided by a strategic and clearly articulated work plan.	4.1	4.6	4.2
Engagement	Committee members actively participate in discussions.	4.3	4.4	4.5
Culture/ Relationships	Committee members listen to and value each other's comments.	4.4	4.6	4.7
Leadership	The leadership of the committee is effective.	4.6	4.6	4.6
Support	Committee meetings...Have agendas and materials that are distributed far enough in advance to give them adequate consideration.	4.3	4.4	4.5
Support	Committee meetings...Rely on written and presentation materials that provide the right type and amount of information and are clearly written.	4.4	4.4	4.5
Support	Committee meetings...Are a good balance of information-sharing, discussion, decision-making, and committee education.	4.4	4.2	4.4
Support	Committee meetings...Allow enough time for the exchange of ideas and thoughtful deliberation.	4.4	4.2	4.3

Written Comments

There were several comments regarding the committee’s work. One trustee suggested that the Ten-Year Forecast be used as a guide to inform the university’s liquidity profile both short and longer term. Another trustee suggested the use of round table discussions at committee meetings to encourage more exchange among trustees.



**Finance & Administration Committee
2020 Work Plan**

Annotated to reflect work completed
(completed indicated with ✓, adjustments and additions shown in red)

Meeting Dates 2020	Item	Link to Charter/ Policy
Jan 23, 2020	FY2020 Q1 Operating Management Report ✓ (Accept)	Charter: (1) Monitor financial performance
	FY2020 Q1 Investment Reports ✓ (Accept)	Charter: (1) Monitor financial performance
	FY2019 Financial Statement Analysis & Financial Metrics Update ✓ (provided as part of Ten-Year Business Forecast)	Charter: (1) Monitor financial performance
	FY2019 Annual Financial Statements ✓ (Joint Review with Executive & Audit Committee on Jan 24, 2020)	Charter: (4) Ensure accurate and complete financial records are maintained; (6) Ensure accurate and complete financial info presented to Board
	Preliminary FY2021 Tuition Scenarios and Education and General Budget Planning ✓	Charter: (2) Review annual and long-term operating and capital budgets
	Internal Bank Annual Report ✓ (Accept)	Charter: (1) Monitor financial performance
	Ten-Year Business Forecast ✓ (Recommend to Board) (includes annual review of debt capacity and affordability ratios)	Charter: (2) Review annual and long-term operating and capital budgets; (5) Review investment policies Policy: Debt
	OSU Foundation Update ✓	Charter: (4) Ensure accurate and complete financial records are maintained; (6) Ensure accurate and complete financial information
	Capital Project Stage Gate 1: Gymnastics Practice Facility ✓ (Advance to next stage)	Approval of Capital Projects Policy Charter: (2) Review annual and long term operating and capital budgets
Apr 3, 2020 (Board meeting)	FY2020 Q2 Operating Management Report ✓ (Accept)	Charter: (1) Monitor financial performance
	FY2020 Q2 Investment Reports ✓ (Accept)	Charter: (1) Monitor financial performance
	Capital Project Stage Gate 1: Newport Student Housing ✓ (Advance to next stage)	Approval of Capital Projects Policy Charter: (2) Review annual and long term operating and capital budgets

October 14-16, 2020 Board of Trustees Meetings

Meeting Dates 2020	Item	Link to Charter/ Policy
	Capital Project Stage Gate 1: Arts and Education Complex ✓ (Advance to next stage)	Approval of Capital Projects Policy Charter: (2) Review annual and long term operating and capital budgets
	FY2020 Operating Budget Outlook ✓	Charter: (2) Review annual and long-term operating and capital budgets
	FY2021 Tuition Rates, Mandatory Fees and Student Incidental Fees ✓	Charter: (2) Review annual and long-term operating and capital budgets
	FY2020 Spring Student Incidental Fee Adjustment ✓	Charter: (2) Review annual and long-term operating and capital budgets
	2021-23 Biennial Funding Request to HECC, Capital ✓	Charter: Recommend to Board annual & long-range operating & capital budgets
	Credit Facility Resolution ✓	Debt and Liquidity Management Policies Charter: (3) Reviewing and recommending to the Board requests and plans for issuance of debt
May 26, 2020	FY2021 Operating Budget (Recommend to Board) ✓	Charter: (2) Review annual and long-term operating and capital budgets
	Risk Management Report – Research Space Needs ✓	Matter referred to committee
	2021-23 Biennial Funding Request to HECC, Operating ✓ (Recommend to Board)	Charter: Recommend to Board annual & long-range operating & capital budgets
	Collateralization of Public Funds for Change in Banking Services ✓ (Recommend to Board)	Liquidity Management Policy
	Capital Project Change to Approved Budget: Finley Hall ✓ (Recommend to Board)	Approval of Capital Projects Policy Charter: (2) Review annual and long term operating and capital budgets
	Capital Project Stage Gate II: PacWave ✓ (Recommend to Board)	Approval of Capital Projects Policy Charter: (2) Review annual and long term operating and capital budgets

Meeting Dates 2020	Item	Link to Charter/ Policy
	Capital Project Stage Gate II: Gymnastics Practice Facility ✓ (Recommend to Board)	Approval of Capital Projects Policy Charter: (2) Review annual and long term operating and capital budgets
Aug 14, 2020 (Board Meeting)	FY2020 Q3 Operating Management Report ✓ (Accept)	Charter: (1) Monitor financial performance
	FY2020 Q3 Investment Reports ✓ (Accept)	Charter: (1) Monitor financial performance
	Capital Project Stage Gate 1: Fairbanks Hall Renovation ✓ (Advance to next stage)	Approval of Capital Projects Policy Charter: (2) Review annual and long term operating and capital budgets
Sept 17, 2020 (Board Meeting)	Issuance of Revenue Bonds ✓	Charter: (3) reviewing and recommending to the Board requests and plans for issuance of debt
	Capital Project Change to Approved Budget: Cordley Hall ✓	Approval of Capital Projects Policy Charter: (2) Review annual and long term operating and capital budgets
Oct 14, 2020	FY2020 Q4 Operating Management Report (Accept) – scheduled for October meeting	Charter: (1) Monitor financial performance
	FY2020 Q4 Investment Reports (Accept) – scheduled for October meeting	Charter: (1) Monitor financial performance
	FY2021 Operating Budget (Recommend to Board) – scheduled for October meeting	Charter: (2) Review annual and long-term operating and capital budgets
	Capital Project Status Report – scheduled for October meeting	Charter: (1) Monitor financial performance; (2) Review annual and long-term operating and capital budgets
	Biennial Review of Investment Policy (Recommend to Board) – scheduled for January 28, 2021 meeting	Policy: Investment Policy Charter: (5) Review investment policies
	Athletics Financial Sustainability Plan – part of October budget discussion	Charter: Monitor financial performance
	OSU Foundation Report – scheduled for October meeting	Charter: (1) Monitor financial performance
	2020 Board Assessment Results – scheduled for October meeting	Bylaws of the Board of Trustees
	2021 Committee Work Plan (Accept) – scheduled for October meeting	Policy: Board Officers



Finance & Administration Committee 2021 Work Plan

The Finance & Administration work plan provides a general road map to ensure the committee meets its charter obligations and responsibilities assigned in Board policies. Agenda items listed under the Mid-Period Telephonic Meeting heading will be moved to the next regularly scheduled meeting if a mid-period meeting is deemed unnecessary. Stage gating of capital projects will be scheduled as they reach each stage.

Meeting Dates 2021	Item	Link to Charter/ Policy
Jan 28, 2021	FY2020 Q1 Operating Management Report (Accept)	Charter: (1) Monitor financial performance
	FY2021 Q1 Investment Reports (Accept)	Charter: (1) Monitor financial performance
	FY2020 Financial Statement Analysis & Financial Metrics Update	Charter: (1) Monitor financial performance
	FY2020 Annual Financial Statements (Joint Review with Executive & Audit Committee)	Charter: (4) Ensure accurate and complete financial records are maintained; (6) Ensure accurate and complete financial info presented to Board
	Preliminary FY2022 Tuition Scenarios and Education and General Budget Planning	Charter: (2) Review annual and long-term operating and capital budgets
	Internal Bank Annual Report (Accept)	Charter: (1) Monitor financial performance
	Ten-Year Business Forecast (Recommend to Board)	Charter: (2) Review annual and long-term operating and capital budgets
	Biennial Review of Investment Policy (Recommend to Board)	Policy: Investment Policy Charter: (5) Review investment policies
Apr 1, 2021	FY2021 Q2 Operating Management Report (Accept)	Charter: (1) Monitor financial performance
	FY2021 Q2 Investment Reports (Accept)	Charter: (1) Monitor financial performance
	FY2022 Tuition Rates, Mandatory Fees and Student Incidental Fees (Recommend to Board)	Charter: (2) Review annual and long-term operating and capital budgets
	FY2022 Operating Budget Outlook	Charter: (2) Review annual and long-term operating and capital budgets

October 14-16, 2020 Board of Trustees Meetings

Meeting Dates 2021	Item	Link to Charter/ Policy
May 20, 2021	FY2022 Operating Budget (Recommend to Board)	Charter: (2) Review annual and long-term operating and capital budgets
	Risk Management Report – Research Space Needs	Matter referred to committee
Mid-Period Telephonic Meeting	FY2021 Q3 Operating Management Report (Accept)	Charter: (1) Monitor financial performance
	FY2021 Q3 Investment Reports (Accept)	Charter: (1) Monitor financial performance
Oct 7, 2021	FY2021 Q4 Operating Management Report (Accept)	Charter: (1) Monitor financial performance
	FY2021 Q4 Investment Reports (Accept)	Charter: (1) Monitor financial performance
	Capital Project Status Report	Charter: (1) Monitor financial performance; (2) Review annual and long-term operating and capital budgets
	OSU Foundation Update	Charter: (4) Ensure accurate and complete financial records are maintained; (6) Ensure accurate and complete financial information
	Athletics Financial Sustainability Plan	Charter: Monitor financial performance
	2021 Board Assessment Results	Bylaws of the Board of Trustees
	2022 Committee Work Plan (Accept)	Policy: Board Officers