

THE OHIO STATE UNIVERSITY  
OFFICIAL PROCEEDINGS OF THE  
ONE THOUSAND FOUR HUNDRED AND SEVENTY-TWO  
MEETING OF THE BOARD OF TRUSTEES

Columbus, Ohio, November 7-8, 2013

The Board of Trustees met on Thursday, November 7, and Friday, November 8, 2013, at Longaberger Alumni House, Columbus, Ohio, pursuant to adjournment.

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Minutes of the last meeting were approved.

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The Chairman, Mr. Schottenstein, called the meeting of the Board of Trustees to order on Thursday, November 7, 2013 at 10:37 am.

Present: Robert H. Schottenstein, Chairman, Alan W. Brass, Ronald A. Ratner, Algenon L. Marbley, Linda S. Kass, Janet B. Reid, William G. Jurgensen, Jeffrey Wadsworth, Clark C. Kellogg, Alex Shumate, Cheryl L. Krueger, Michael J. Gasser, Brent R. Porteus, Benjamin T. Reinke, Stacie E. Seger, G. Gilbert Cloyd, and Corbett A. Price.

Good morning everyone. I would like to convene the meeting of the Board of Trustees and ask our Secretary to note the attendance.

Dr. Horn:

A quorum is present, Mr. Chairman.

Mr. Schottenstein:

I hereby move that the Board recess into Executive Session to consider business sensitive trade secret matters required to be kept confidential by Federal and State statutes, to discuss personnel matters regarding the appointment, employment, compensation and dismissal of public officials, and to consult with legal counsel regarding pending or imminent litigation. May I have a second?

Upon motion of Mr. Schottenstein, seconded by Mr. Jurgensen, the Board of Trustees adopted the foregoing motion by unanimous roll call vote, cast by Trustees Schottenstein, Brass, Ratner, Marbley, Kass, Reid, Jurgensen, Wadsworth, Kellogg, Shumate, Krueger, Gasser, and Porteus.

Dr. Horn:

Motion carries, Mr. Chairman.

Mr. Schottenstein:

We are recessed.

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The Chairman, Mr. Schottenstein, called the meeting of the Board of Trustees to order on Friday, November 8, 2013, at 9:05 am.

Present: Robert H. Schottenstein, Chairman, Alan W. Brass, Ronald A. Ratner, Algenon L. Marbley, Linda S. Kass, Janet B. Reid, William G. Jurgensen, Jeffrey Wadsworth, Clark C. Kellogg, Timothy P. Smucker, Alex Shumate, Cheryl L. Krueger, Michael J. Gasser, Brent R. Porteus, Benjamin T. Reinke, Stacie E. Seger, and G. Gilbert Cloyd.

Mr. Schottenstein:

Good morning, everyone. We will reconvene the meeting of the Board of Trustees and ask our secretary to note the attendance.

Dr. Horn:

A quorum is present, Mr. Chairman.

Mr. Schottenstein:

Thank you. So that we are able to conduct the business of this meeting in an orderly fashion, we would ask that the ringers on all cell phones and other communication

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devices be turned off and ask that everyone here observe the proper rules of decorum proper to conducting the business at hand.

The minutes of the August meeting of the Board of Trustees were distributed to all members of the Board. If there are no additions of corrections, those minutes stand approved, as distributed.

Before we begin with the formal agenda, I do want to take a moment to recognize someone who has been a very special part of our Board for the last two and a half years and that is our wonderful secretary, David Horn. As the members of this Board know because we celebrated and saluted David yesterday, this is David's last meeting. He doesn't want me to do this so bear with me.

Dr. Horn:

I will. What choice do I have?

Mr. Schottenstein:

None! For the last two and half years, David has been a dutiful, but more important a wonderful, steadfast, and very effective secretary to this board and to this university. As we said yesterday, he has served us at all times with grace, character, class, and distinction, particularly during times that were challenging for him and his family for a variety of reasons, all of which are now much more settled. Thank God for his wife and his two wonderful sons.

David's devotion to this university goes back a long way. He has been part of our university since 1990 serving as a member of the faculty and a member of the University Senate; we will miss him on this board. He is not leaving the Ohio State family. He will remain part of us, going back to his real love, which is teaching. Always mindful that above all, this university is about the students and faculty and David is a superb example of the latter. David, as we said to you yesterday, thank you for everything. We wish you well and we know we will see you around campus and we look forward to it.

Effective today and going forward, we are also very pleased Dr. Blake Thompson, who is here, will be serving as our interim secretary as we proceed to find a permanent replacement for that position.

David, we just can't thank you enough and we deeply appreciate all that you have done for us; thank you.

Now, the first official order of business. It's my pleasure to call on our student trustee, Stacie Seger, for the student recognition awards. Stacie.

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### **STUDENT RECOGNITION AWARDS**

Ms. Seger:

Thank you, Chairman Schottenstein. If I could, I would like to invite our two students to join me.

Jonathan Elder represents the very best of Fisher College of Business. He is a dedicated and engaged student with an exceptional record of achievement both inside and outside the classroom.

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In the classroom, Jonathan is a part of Fisher's highly selective Honors Cohort Program. He is also a recipient of the prestigious Walter M. Rudin Pace Setters Award, recognizing the most outstanding junior at the college. Jonathan will graduate with honors in Business Administration with a specialty in finance and minor in economics in the spring of 2014.

As an active member of the Ohio State community, Jonathan serves as the chair of the Council on Student Affairs, a role that oversees the allocation and administration of the \$4.5 million Student Activity Fee. He has also served as Speaker of the Senate for Undergraduate Student Government and participated on the university's fiscal committee. Jonathan recommended fiscal policy options to the university's president and chief financial officer regarding a \$5 billion budget, and participated in approving the leasing of the university parking assets.

Jonathan also represents Fisher's commitment to service beyond our campus walls. During college, he has offered his services as a financial literacy volunteer at Ohio State's student wellness center and, as part of the Fisher CARES student organization, has volunteered in disadvantaged regions throughout Columbus. Jonathan is also an Eagle Scout in the Boy Scouts of America.

Associate dean of undergraduate programs, Patricia West stated, "Our mission at Fisher is to uniquely prepare students to make a meaningful and lasting impact in business, in the community, and in the world. Jonathan speaks to that dedication and we look forward to continuing to celebrate his many accomplishments and contributions in the years to come."

After graduating this spring, Jonathan will be moving to Atlanta, Georgia where he will join the Corporate Bank at PNC Financial Services Group. Congratulations Jonathan and we wish you the very best as you start the next chapter of your life!

Sherry Lui has been nominated by the College of Public Health, where she is in her final year as a doctoral student in the Division of Health Behavior and Health Education. Sherry completed her undergraduate work at Hiram College with a Bachelor of Arts with Honors in Psychology and in Management. In 2010, she completed her MPH in Public Health at Ohio State.

Early in her studies at Ohio State, an internship at the Ohio Department of Health aroused Sherry's interest in Maternal and Child Health. That experience led to several publications utilizing data sets including PRAMS, statewide WIC data, and state-wide tobacco tax data. Her interests soon became focused on childhood obesity and tobacco use, and she has been involved with two different research teams at Ohio State, one studying smoking and smokeless tobacco use in Appalachia, and one looking at preschool obesity in the city of Columbus. She has published three papers in scientific journals and has two in press, and has made 10 presentations at national conferences. Sherry has also submitted two additional papers. Her dissertation will focus on *Childhood obesity prevention strategies in child care settings*.

In addition to her academic devotion, Sherry has demonstrated unusual skill at being able to design and manage research studies. She has organized and carried out data collection for two different surveys; one being a survey of child care providers and the second a survey of parents of preschool-age children. In her research it was extremely helpful that she is fluent in both Spanish and Chinese as well as English.

Division Chair, Dr. Phyllis Pirie, said: "Sherry is a delight to work with. She's good natured and has a wonderful sense of humor. She is a natural leader among our PhD students and contributes to the College of Public Health in many ways. She is a student I can rely on to participate in student recruitment and orientation events, and as a student representative to many college-wide events and activities. Her influence

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has been extremely positive for our other graduate students and she sets a great example by being hard working, productive, yet fun and involved in many activities.

Overall, Sherry has first-rate academic skills. Her good citizenship within the College and within the local public health community is evident by her relationships with both the Ohio Department of Health and Columbus Public Health.

Sherry has been offered a staff fellow position with the Food and Drug Administration in the Center for Food Safety and Applied Nutrition. Congratulations Sherry!

Mr. Elder:

Thank you, Stacie, for the very kind words. Chairman Schottenstein, members of the board, President Alutto, thank you for this incredible honor.

I am sitting here as a graduating senior getting ready to pack up a U-Haul in a few of months and head down to Atlanta, Georgia for my full time job, I have had the unique opportunity to look back over the past three and a half to four years and really consider all the things that I have experienced and seen. What I have noticed is that I have seen an incredible amount of change. I have said farewell to a university president as well as welcoming a new head football coach. I have seen the complete reconstruction of south campus. I have tried out this new thing called "semesters" and I have also seen the privatization of our parking assets. Yet while I have seen an incredible amount of change, fundamentally, Ohio State is still the community that I fell in love with as a senior in high school.

This is still a community where the faculty challenge you to challenge the world around you. This is still a community where our peers challenge us to be a little better. This is still a community where excellence permeates everything we do. To me the value of Ohio State has never been found simply in brick and mortar, but rather in people.

Chairman Schottenstein with your permission I would like to thank just a few people who have an especially large impact on my life to this point. To the dean of the Fisher College of Business, Christine Poon, and the associate dean for undergraduate programs, Dr. Pat West, for continuing to drive and elevate our community; thank you. To the vice president of Student Life, Dr. Javaune Adams-Gaston or Dr. J as we call her, for your continue work, advocacy, leadership, and friendship; thank you. To Brian Ashton, my dear friend and closest mentor, for coaching me through indecision, for pushing me outside my comfort zone, and for being a rock to lean against; thank you. And finally to my mom, Rhonda, and dad, Steve, I could not ask for two better parents. They have always encouraged me to try new things and have challenged me to not only understand what is going on around me but also why. I am joined today by my mom, Rhonda, and mom, for everything, thank you. I love you.

I am content to move on to the next stage in my life knowing that Ohio State will always remain through time and change at its heart and soul, the same incredible place of opportunity that I have called home for the last four years. Chairman Schottenstein, thank you. Members of the board, thank you. President Alutto, Ben, and Stacie, thank you.

Ms. Lui:

Thank you, Stacie, for the wonderful introduction and thank you for inviting me here today. It is such a pleasure to be here before you, Board of Trustees, and to accept this award.

I have been at Ohio State for five years now. Looking back, I think about all the wonderful experiences that I have been able to be a part of and participate in as a student at Ohio State. As I move forward in my career and develop professionally, I will

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always look back at Ohio State as the place where I fell in love with research. I always knew I enjoyed doing research and learning about new things, but Ohio State is actually where I got firsthand experience meeting community members, meeting research participants, designing studies, and being fully engaged; that is something that the College of Public Health and Ohio State has really offered. Because of our location, being so close to the city health department and the state health department, it is a great place to learn and interact.

While at Ohio State, I have been very fortunate to have wonderful professors, and advisor, Dr. Mary Ellen Wewers, who really have worked hard to encourage their students to develop academically, professionally, and expose them to all the different areas in research, in the community, to grow personally and also professionally. I thank them for all those opportunities and I am proud to call myself a Buckeye.

Mr. Schottenstein:

We have a special recognition this morning and it involves what may be perhaps one of the most recognizable and iconic symbols of Ohio State. I think that as people talk about what are the most powerful brands in higher education, it would be hard to top the dotting of the “i” in script Ohio. We have had a superb marching band for a long, long time. It predates probably everyone in this room, the notion of “the best damn band in the land.” Also, reminded of the power of leadership matters and how important the work of one person can be, and how one person can make a big difference even in working with a very large team of people.

I think that as much as anything, Dr. John Waters, who is our relatively new director of the marching band, has made an enormous difference. I think all of us know him if we have been watching TV lately because he has been on national television. He is a YouTube star and he has taken something that we thought could not get any better and elevated it. That is not just the profile but the quality and the excitement of our marching band. A lot of people go to the football games to watch the games. As many go to the football games to watch the band and I think for everybody sitting in this room, they probably can relate to that and emphasize it even better than I have.

John, we are proud and you are deserving of special recognition for what you have done and how you have done it. I know you haven't done it alone. I know you and I know of your humility but still you deserve this and it is my pleasure to ask you to come forward and say a few words about not just the best all brass band, but the best band in the land. Dr. John Waters.

Dr. Waters:

Chairman Schottenstein, ladies and gentlemen of the board, it is truly my honor to speak to you today. I come before you humbled and I come before you as a person who has the greatest job in all of America, and that is leading our fine students. I say very often that the baton that I wave on the ladder makes no music. I could fall off that ladder and the band would keep going. It is the wonderful students and the creative staff that makes this thing go. I am so very humbled to accept your congratulations for those wonderful students and for what we do. I have a little presentation here for you and we will have some fun.

*Video*

I will begin my presentation, and not to bore you, but I think it is important to understand from where we have come. In 1878 from very humble beginnings, the band was a 12 piece drum and fife corps meeting in dark basements and back alleys of the then small Ohio State University and the few buildings that occupied the oval. In 1879, the band played the first commencement. In 1920, we had a guy by the name of Edwin “Tubby” Essington who first stepped out of the role as a military drum major and

actually tossed the baton and it was sensational. In 1934, Eugene Weigel decided to make the band all brass. If you close your eyes and listen to our band in the stadium and then listen to another band, the uniqueness of the sound, the wonderful sonority of the all brass band is attributed to that decision in 1934 and is one of our uniqueness's today. In 1936, of course, the greatest tradition in college football was starting the script Ohio. Just a couple years ago we celebrated its 75<sup>th</sup> anniversary. In 1965, the band played its first rock and roll song from this little band out of Dayton, Ohio called the McCoys and *Hang on Sloopy* was born. I understand the board was concerned at the time that the stadium may not hold because of all of those students slaying in the upper decks. I am happy to report that indeed the stadium has not fallen down and *Hang on Sloopy* is going strong as the official rock song of Ohio. In 1984, the band won the Sudler Trophy, which is the Heisman Trophy for bands.

With all that rich history, what do you do next? My philosophy with our band has been "tradition through innovation." Today's innovations become tomorrow's traditions and our students I think have embodied that in everything that they do on the field.

Just a little bit about myself and my career: I am a son of Ohio and my claim to fame was that I was cut from the Ohio State band my freshman year. Who would have thought in 1994 after a devastating time in my personal history, I would have the opportunity to lead our band today? It has been an absolute joy since then.

We will talk just a bit about our recent viewership. In the past three weeks, 20 million people have seen us on YouTube; six billion media exposures worldwide. We have been covered by over 1,000 media outlets internationally and a few are popping on the screen as we speak. The *Today Show* did a piece on us just a week ago.

#### *Video*

I am sorry the sound was not married with that video. This ran in the Columbus Dispatch. What a fun cartoon!

It's academic. Marching band is a class. It is a class within our School of Music and every student has to audition each year for a position in the marching band. Any member can be challenged for their position and can challenge for a regular position in the band. What I am most proud of is that the GPA of our band is 3.6 and the only funded scholarship is that of the drum major. All of our other students don't receive any significant financial aid at this point but we are working on that as well.

We are now supported, and this is the most significant development I think it in the history of the band, through a wonderful partnership through the College of Arts and Sciences, Athletics, Business and Finance, and the Office of the President. I think that this is truly a revolutionary arrangement because it truly represents what the band is. The band is academic, the College of Arts and Sciences and the School of Music; the band performs at many athletic events; the band is outreach and advancement, and through the Office of the President. It was wonderful that the administration of the university took it upon itself a year ago to place these three players in position to fund the band and it is truly representative now of the complete university. I think this is a model for the nation.

We are using the great new technology of iPads as you saw on the *Today Show* piece. We go through a million sheets of paper a year. Through a grant from the university, we were able to pilot test an iPad project. The best part of this whole thing is that this was student lead and that I think is the key ingredient to the Ohio State University Marching Band: the student lead initiative, the student buy-in, and the student responsibility; that is tremendous. This iPad project has truly revolutionized the teaching, the learning, and the evaluation that we use with our marching band and you will see even better things, I know, in the future.

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We are now in a wonderful campaign for funding for the band. We have the opportunity to step forth and put out a campaign to fund the band in perpetuity. Our goal is to fund the band and all of its operations and scholarship dollars for our students. This is just one such event where we engaged our faculty and staff at Ohio State and they raised thousands of dollars for our band. The Script Ohio you see there is being marched with faculty members and band students arm and arm and that was a fun day.

The band has performed community service. I call it "March to Pay Forward." Our students are out in the community doing charity work for the American Red Cross, The Gladden Community House, Nationwide Children's Hospital, the Stefanie Spielman Fund, Hospice visits, Girl Scouts, and Buckeyethon; the list goes on.

With that, may I entertain any questions? Thank you very much.

Mr. Schottenstein:

Any questions or comments from any members of the board? John, fabulous presentation. I know that you can't wait for the next home game.

Dr. Waters:

I stand here as a humble servant and truly understand that I have the greatest job in all of America and I thank each and every one of you for your support, our great students, and our great university. It is truly an honor to be here. Thank you.

Mr. Schottenstein:

I will call on our president next, Dr. Joseph Alutto, for his report.

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## **PRESIDENT'S REPORT**

President Alutto:

Thank you very much, Mr. Chairman. What a great way to start the weekend. We have certainly all known for decades that we have the best damn band in the land and it has been nice to see in the last few weeks that everyone in the world is recognizing the same thing. It is certainly wonderful to have John Waters stop by this morning. Our band has truly reached a level of eminence in which we all can take a great deal of pride. It is important to note that students in the band come from many different areas of study across this campus and participation in the band is just one more facet of the rich student experience that exists here at Ohio State.

I am proud to say that the university is demonstrating eminence in other areas as well because almost every week there is a remarkable piece of news about the university's progress. Let me share just a few recent examples that point to our growing reputation at both international and national levels.

Last week, we learned that Ohio State is number one in the nation in terms of the number of Fulbright scholars for 2013-2014. Fourteen Ohio State faculty and staff earned that academic recognition in everything from animal sciences and entomology to history and public affairs. We also have 16 student Fulbrights who are teaching and studying from international studies in Brazil to tsunami research in Japan.

The Association of Public Land-grant Universities has recognized Ohio State as one of only 16 institutions designated as an Innovation and Economic Prosperity university. This is a visible and national acknowledgment of our commitment to using university based knowledge creation for economic development programs.



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Earlier in the month, we learned that eight Ohio State faculty in physics played important roles in the Nobel Prize winning discovery and confirmation of the existence of the Higgs boson or “God’s particle,” a fundamental building block of the universe. That research, over so many years by so many faculty and scholars around the world, is clearly an example of the complexity involved in major science breakthroughs and the contributions that are made possible by bringing together outstanding faculty with different yet very complementary talents.

In terms of student excellence, of course our incoming class this autumn is the most outstanding in university history. We heard yesterday from our vice president for Strategic Enrollment Planning, Dolan Evanovich, who shared some enrollment highlights, including a further increase in our ACT average scores to 28.5. You likely will be hearing more of this good news in the board’s committee reports that will take place later this morning, but I wanted to take a moment to commend the extraordinary progress we continue to make in elevating the preparedness of our students and perhaps, more importantly, seeing that reflected in even greater graduation rates for all our students.

We heard yesterday in the Audit and Compliance committee about the establishment of a new university affiliate, the American Lightweight Materials Manufacturing Innovation Institute that will complement and accelerate our already impressive materials research expertise. Initiatives, such as this, help to ensure that the United States remains a world leader in producing high-performance solutions for defense and commercial applications.

Provost Joe Steinmetz also updated the board about the Discovery Themes and the first area of focus which is in the area of data analytics. As the Provost has noted, all three Discovery Themes Faculty Advisory Boards identified data analytics as a fundamental tool for tackling grand and complex global challenges; what some refer to as the world’s “wicked” problems.

At a glance, data analytics may seem dry and impersonal and a world away from alleviating human suffering on a global scale. The reality is, that information obtained through “big data” research can be used in very meaningful ways: to determine when and where infectious outbreaks might occur, for example, or to monitor in real time emerging vulnerabilities such as food shortages, migration, and weather conditions in order to stem poverty in developing countries.

Just last Monday, we wrapped up our regional events for the *But for Ohio State* campaign in New York City. These events engaged hundreds of alumni, donors and friends in each city and helped to share some wonderful stories across the country about how The Ohio State University is changing lives and providing remarkable opportunities. I want to take a few moments to thank a number of people for orchestrating these extraordinary events in Cincinnati, Chicago, Los Angeles, Cleveland, Washington, D.C., and most recently in New York City.

First of all, I want to acknowledge all of the members of our Board of Trustees for their support. A special thanks going to the many trustees who traveled to these events, hosted tables, provided input, and participated in a variety of meaningful ways.

I also want to thank and acknowledge foundation president and senior vice president for advancement Mike Eicher, and his entire staff for the success of these spectacular events. It takes a very dedicated team to make all the gears and levers work behind the scene, and I certainly appreciate their commitment and their collective efforts. By the way, our campaign is now more than two-thirds to its goal of \$2.5 billion, which is something all of us can, and should, celebrate.

I also want to express appreciation to Dr. Javaune Adams-Gaston, our vice president for Student Life, and her staff for making sure that every one of these events was filled

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with the energy of our remarkable students. Our students were so effective in conveying to our donors and friends how their support makes a tremendous difference in their lives. For example, Shelby Bradford, a first generation student from New Concord, Ohio, talked about studying at Ohio State and abroad as a recipient of both the Monda and Wolfe Study Abroad Scholarships. And the testimony of Jenna Grassbaugh, a law student and a veteran, was particularly poignant as she discussed how she is turning the personal loss of her husband in service to our country into a mission to help our veterans here at Ohio State.

And one more note about Student Life: I would be remiss if I didn't mention that pending confirmation later in this meeting, Dr. J.'s contract as vice president for Student Life will be renewed. This is in recognition of the many ways that she keeps our students front and center in the life of the university and you have heard two examples of that just this morning. During Welcome Week, our campaign celebrations, countless student organizations, and many other events, Dr. J., I want to thank you for your tremendous efforts on behalf of our students. I would like to recognize you. Would you stand for just a moment?

I want to mention a change in our board office. As some of you know, David Horn, who has served as Board of Trustees secretary since 2011, will be returning to the faculty in the Department of Comparative Studies on December 1 to resume his teaching and his research. I have appreciated David's collegiality and his commitment to the office and perhaps more importantly and in an overwhelming sense, his commitment to the university. We certainly wish him well as he focuses his world class talents on his scholarship and the classroom. Thank you, David, for your past efforts and also for those that we know will come simply because of who you are.

That said, I would also like to announce that Blake Thompson, our vice president for Economic and Workforce Development, has agreed to step in as interim secretary to the board. For the past few months, Blake has served as liaison to the board in its search for our next president. Blake also will continue to work on special economic development projects critical both to Ohio State and the regional economy. The board intends to begin its search for a permanent secretary in the next few weeks, with Blake's leadership as interim secretary providing a seamless transition. Please join me in thanking Blake for the work that he is doing and for assuming these duties. Welcome, Blake, to this family.

And now while I am in the mode of welcoming people to a family, a personal note of congratulations to the person sitting to my left, our Chairman, Bob Schottenstein. He has had some recent additions to his family. He had a grandson, Will, born on Monday in Chicago; and a granddaughter, Lucy, born on Oct. 16 in Baltimore. Congratulations to a larger family.

Finally, I just want to talk a little bit about the energy and the spirit present on our campus this fall. Besides Halloween night, we have had some absolutely gorgeous days on our campus; picture perfect days with clear skies and changing leaves on the Oval. I even had the opportunity to "Take a Lap" around the Oval with hundreds of others as part of our efforts to promote health and wellness at the university. It was a slow lap, so it was easy.

It has been a genuine pleasure for me to take part in so many special events and recognitions; from our Homecoming Parade and Alumni Weekend, to the opening of both our new Hale Hall and world-class microscopy center. I believe it has never been a more exciting time to be at Ohio State, and I offer just a few recent events as examples of how this university is becoming a national center for essential conversations about our society.

Earlier this month, the university hosted a National Conversation on American Unity. This is the third in a series of national bipartisan conversations taking place this year.

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We convened some of the country's foremost experts in political science, history, and law to explore solutions to the country's partisan divides. Through the work of our Election Law team at the Moritz College of Law, Ohio State will continue to take a lead in examining the electoral processes in Ohio and the country.

And just last week, Ohio State's National Center for the Middle Market, led by Fisher College of Business Professor Anil Makhija, hosted its third annual conference on the Middle Market economy; the first of its kind in the country. The center is a collaboration with GE Capital and is dedicated to building capabilities of middle market firms through research, corporate outreach and most importantly from our perspective, student activities. This work is really an excellent example of applied research at the national level and something of which we can all be proud.

Now Mr. Chairman, it is my pleasure to introduce our next report by associate provost and physics professor Linn Van Woerkom, director for university Honors and Scholars programs. He will update us on our Honors Program, including the Eminence Scholars Fellowship, which is one of the earliest tangible demonstrations of our innovative funding strategies which are being used to support our academic mission. I will add that Dr. Van Woerkom is a recent recipient of a Fulbright International Education Administrators Award to learn about the U.K. education system and to establish partnerships with our international colleagues.

Please welcome an outstanding colleague and academic leader, Professor Linn Van Woerkom.

Dr. Van Woerkom:

Thank you, President Alutto. Mr. Chairman, the board, thank you for this opportunity today to give you an update of what is going on in Honors and Scholars. The plan today is that I have a brief presentation which I will move through quickly because what I would really like to do is move into a couple of students talking about their experiences and I think they can really convey the message much better than anybody in a tie.

To remind you of what our mission is, we are focused on an initiative based around our goals; those being global awareness, original inquiry, academic enrichment, leadership development, and service and engagement, to clearly and deliberately define what it is that we are about as Honors and Scholars students and what they should be attaining. Briefly, the value added being within Honors and Scholars is that through the university Honors and Scholars program we bridge the gap between Student Affairs and Academic Affairs, we provide a pipeline to the top students across all disciplines, we essentially act as a GPS while guiding students through their undergraduate careers as they change their minds, as high ability students do really often. I would like to point out that at least three quarters of the prestigious fellowship winners are members of the Honors and Scholars Center and many of the initiatives that have gone out from the center have become university initiatives; most notably has been undergraduate research.

Currently, we have the Honors and Scholars Center. The university Honors and Scholars Academic Center is the oversight or umbrella organization that houses the University Honors Program, the Ohio State Scholars Program, and the Undergraduate Fellowship Office that reports up through my line.

Within the University Honors Program, we have 15 separate college honors programs and they are the actual delivery points for honors instruction and honors advising and that amounts to about 5,000 students across all years on the campus.

Within the University Scholars Program, we have 16 individual scholars programs that span everything from collaborations with Student Life and the Technology and

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Commercialization Office to the Arts, Humanities, Business, and Engineering. Within those programs, we house about 4,200 students.

Within our Undergraduate Fellowship Office, we serve all students at the university but the majority are still coming from Honors and Scholars. Although it is really nice to see a rising percentage of students across the campus participating in applying for and winning prestigious fellowships.

Number one is student engagement. What I would say that we are about is trying to find ways to engage the student, by taking a really holistic view so that we bridge their college experiences from the classroom out to the world. We are really looking to an engagement that spans the classroom, to the oval, to the residence halls. Particularly we are looking at deliberate initiatives to engage students in the residence halls, which is something we are starting right now. I am in conversation with Dr. J about how we can further this agenda in breaking down the barriers between Student Life and Academic Affairs so it is a more seamless educational environment. I have some of my staff working in the residence halls with Residence Life staff helping to develop programming, helping deliver programming, and figuring out where that programming goes next.

We are moving initiatives to get more faculty into the halls. We have had an initiative in collaboration with Arts and Sciences this last semester, which will be continuing next semester, which will actually have advisors in the honors residence halls. It is again creating this awareness so that when students are walking through the lobby of a residence hall, they know that an advisor is there and they can stop in. Then they go tell their friends up on their floor that there is an advisor downstairs and they go down and they talk to an advisor about classes and opportunities.

Even though these are Arts and Sciences advisors, they are knowledgeable about the entire university, and in particular about the general education requirements. Students in engineering and students in business will talk to these advisors as well about what goes on and what they need to do and what kind of courses are being offered and so forth. That is an exciting opportunity.

For the first time ever this last fall, the day after move in day, we hosted our first Honors and Scholars launch. We had 2,500 Honors and Scholars incoming students meet together for the first time and you can see, in that picture there, that we filled the Mershon Auditorium. There were maybe two rows that weren't filled. It was during that event that we took the opportunity to remind the students what it means to be Honors and Scholars students, the expectation of academics, the expectation of engaging in the university; that built a lot of identity so they knew what it was that they were a part of.

We are also embracing Advancement. I have hired a person who works with marketing, communications, and alumni, and in that capacity, we are working closely with the Foundation for looking at Advancement in a very holistic way. Through strategic communication with our prospective students and their families, current students, faculty, staff, the administration, and the alumni, we are able now to pull together students and their activities as they have participated in Honors and Scholars ranging all the way back to students who graduated with Honors in the 1950s up to our most recent graduates.

Our goal in embracing Advancement is really to create a community and connection with students and alumni. At the end of the day we are seeking the time, talent, and treasure of all of the friends of Honors and Scholars so that we can bring them back with their talent and their time to work with our students, to advise them, to let them know what it means to be out in the real world. We are increasing our fundraising efforts in a very deliberate and strategic way so that we can continue to do more of the things that we are currently doing.

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On your right on the slide, you will see the Honors and Scholars chronicles and our first magazine issue that we published. We sent an electronic version out to over 25,000 known Honors and Scholars alumni and we have a number of paper copies. This is a great vehicle through which we can share with folks the things that we are doing, the things that are going on right now, the students, and the projects that they are working on.

In the middle you see a sample of H&S Weekly, which is our weekly newsletter that we send to all Honors and Scholars students, telling them about show-casing faculty, show-casing students, show casing opportunities for fellowships, for research and so on. This provides a one stop shop for students to look at every week to see where these opportunities are.

As I mentioned, we have two very large programs. It is worth noting that 21% of all the undergraduates here at Ohio State across all ranks and years are within the Honors and Scholars program for the 2013 year. Furthermore, 36% of the incoming students are in Honors and Scholars for the incoming autumn of 2014 class.

When I talk about Honors and Scholars, these are really two separate paths that we have for students to participate and engage.

Honors, which is primarily a more curricular and research based approach, and then Scholars, which is more on experiential learning and community building. However there are very broad strokes and cross over into both of those programs with students doing all kinds of amazing things. At the end of the day, what we see as one of our primary goals is helping students find the right fit. There is a deliberate conversation. One is not better than the other. These are two incredibly valued programs that help high-ability, high-achieving, high-horsepower students achieve their goals.

The Honors program, as I mentioned, spans 15 colleges. What the university Honors and Scholars center does is provide the oversight and my office, through my Honors and Scholars Faculty Advisory Committee, provides the approval process for anything that happens at the university. All programs at the college level are approved through my office to make sure that we have a consistent message throughout the university.

Furthermore, the Honors and Scholars Center provides resources across all disciplines. We provide enrichment grants for students. There is a significant fundraising effort going on to enhance our enrichment grant efforts. We provide research grants for students. We provide grants for faculty to develop courses and offer courses through academic enrichment. We create and manage extracurricular programming. Most notably, it is working these days with the residence halls but many people might remember things like fireside chats and so forth where we bring in top leaders around the world, around the state, around the community to talk to Honors and Scholars students specifically and spend some time with them; I mentioned our collaboration with Residence Life.

Points of pride for the Honors program: we routinely offer over 350 sections of honors courses. I mentioned these learning communities and the initiative in the residence halls. We have specifically a London Honors course for freshmen to take and go to London which is a wonderful gateway opportunity for study abroad.

As President Alutto mentioned, we have our eminence fellows program, which was made possible due to the monetization of the parking and this is now our signature full cost of attendance program which in addition has a \$3,000 enrichment grant and a dedicated staff member working with these students. These students all live within the Bradley Honors Hall. They don't all live together on the same floor or contiguous rooms but throughout the hall and they build community there as well. We have two or three that are already engaged. This only started last year so we only have a sophomore class now. I have a couple of students who are already involved in serious research.

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The students as a cohort are going out and seeking community programs. Last year they had a program for mentoring and tutoring at Linden-McKinley High School. Of all the groups, this group is engaging the discovery themes. We have one young woman who put together an initiative where they were talking about food production and security. These students are out on the edge embracing these activities that the university is pushing institution-wide in their own lives and doing it right now. Remember, these are only sophomores. We have freshmen that came in this year and then our last year's class which are currently second year students. These kids have not only hit the ground running, but they are sprinting ahead.

We also have our Honors Collegium. If you have paid attention to the main Ohio State University website, there is a small video on there for jump rope. This is Tori Boggs, one of our honors students who is a world champion jump roper. She has been with Cirque du Soleil; she has travelled to China and to Europe; and she is an absolutely amazing young woman. She started up a jump roping club here at Ohio State. If you haven't seen it, it is worth looking at this little video just to see what she can do with a jump rope. It is absolutely astounding.

She is one of our honors students and she has embraced the Honors Collegium in helping to guide her. She came in as a physics major. I am a Physics professor so I thought that was great. Well, she is not a physics major anymore but she is looking at biomedical engineering. What an amazing student who has really embraced the resources that we have to offer through something like the Honors Collegium.

Our scholars program, as I mentioned, is fairly large. We have programs that span six units, schools, or colleges. You can only enter this program as a freshman because you live together. Within the first six to eight weeks of the freshman semester; that is where community is built and where it is established. Again, the Honors and Scholars Center establishes the university-wide requirements and we provide oversight for all of those programs. The approval body is the Faculty Advisory Committee and we provide programming money to help run these programs. We collaborate on best practices bringing these folks together to establish what you should be doing as a scholars program and again, collaborate with the residence halls. You can see here that there are 16 programs. As I mentioned already, they span everything from architecture to sports and wellness to politics and health sciences. You will hear from a Scholars student in a couple of minutes.

Our alumni are successful. These students go off and do great things. They go off to graduate programs at Stanford, Cornell, Harvard, and Johns Hopkins. The majority of the prestigious fellowships are awarded to Honors and Scholars students and you can see in this chart at the bottom, if you look over the last ten years, the fellowship awardees and finalists have pretty much tripled in number across campus which is fantastic. The majority of those, not all, but the majority of those have come from Honors and Scholars students. They contribute and give back in very tangible ways.

Finally, I just leave you with the fact that Honors and Scholars students really are leading the way towards eminence. They are driving the academics. They are driving engagement. Great example, Jonathan who was just recognized, is in the Honors Cohort in the College of Business. You already heard a little bit about an Honors student that wasn't even on the agenda for me. There are these wonderful opportunities all around us that show up.

With that, what I would like to do is to take a moment and first call Melissa Brown up to join us. Melissa, let the board know your major, hometown, interest, and basically give them a sense, for a couple of minutes, of what you have gotten out of Scholars and your experience within the Scholars program.

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Ms. Brown:

Good morning everyone. Like Linn said, my name is Melissa Brown. I am from Springboro, Ohio and my major is molecular genetics. I am a senior here at The Ohio State University. When I first decided to become a buckeye for life, I also decided to apply for the Scholars program and I did gain acceptance into the Biological Science Scholars Program; it is a mouthful to say. As I moved in on my first day, I was a little apprehensive because a lot of these students were pre-med like myself and they can be quite competitive and I like to stay away from the competitive aspect of things.

To my great relief, all these people became more than just students that I went to class with or people who lived on my floor in my dorm freshman year. They became my community and more than a community, they are my support system. These people made me a better person. They push you the extra step. They make you want to go to the volunteer opportunities that are provided in the Scholars program. They make you want to succeed in all of your classes. They are your biggest cheerleaders and I couldn't be a better advocate for the Scholars program at Ohio State.

Dr. Van Woerkom:

One of the things that is important for the board to get a sense of, you talk about community, but what about your academics? What about your life as a student?

Ms. Brown:

As a student, I continued my Scholars program for all four years. When you start in they are all in the same general classes. You have to take those classes, and we are all in the same general classes together and we would study together. I truly believe that by being in the Scholars program and living with these smart people and having this support system, that I was able to succeed more than the other students who didn't have this advantage of being in a Scholars program and having this support group.

Dr. Van Woerkom:

That is terrific. Thank you so much. The next student is one of your own. It is Ben Reinke who was an Honors student as an undergraduate. Do you want to come over here, Ben, or do you want to stay over there?

Mr. Reinke:

I will stay here.

Dr. Van Woerkom:

Okay, then I will have Melissa stay here and we can field any questions that you might have at the end.

Mr. Reinke:

Thank you for inviting me to talk about this. I am a little more out of date, I guess, as a graduate student now who was once an Honors and Scholars student as an undergraduate here at Ohio State. I just want to give you a brief understanding of what Honors and Scholars meant to me and what I had the opportunity to do because of Honors and Scholars.

For me, Honors started at orientation. I came in as a future buckeye and met with a lot of students that were studying all kinds of things. I had an opportunity to meet the person that would be my honors advisor and take care of me, and make sure I

graduated four years later. From there I went to live in an honors dorm in Taylor Tower. This was a wonderful experience. I was randomly placed with three roommates and those three roommates stayed roommates of mine for my entire college career and arev some of my best friends now.

It wasn't just those people but the rest of the people who were a part of my dorm life were also various honors students studying all different kinds of things. It led to an opportunity to understand the breadth of Ohio State at a very early stage. In addition to that, of course, being engaged on campus, allowed me to meet students that were not a part of Honors and Scholars and learn from them as well.

That translated to engagement on campus. There were a number of types of events like Lunch and Learns, Dinners and Dialogues, and Fireside Chats, where experts were either brought in from our own faculty or staff or from the greater world. A person from the state department would come in and talk about what is going on Chernobyl now, that is one that sticks out in my brain because now I am into nuclear stuff. There were all kinds of interesting topical discussions that were around real serious issues and allowed students from various disciplines to think together about how to solve problems.

From there, I also got engaged in the class honorary system which is supported dually through the Honors and Scholars programs as well as through the Office of Student Life. They are supported through advising and then some financial support and structural support. The class honorariums are meant to bring students together from any discipline. They are not necessarily Honors and Scholars students. They are any student on campus who would want to become engaged in student life, service, and, basically further academic enrichment. The students come in for one year and get to make the organization anything they want so it is a great leadership opportunity for those students.

Moving on to the upper-level courses at an early age were really influential for me and allowed me to expand my curriculum and do some different things; it made a double major easier and allowed me to gain breadth as well as depth in certain subjects. Specifically, one of the things I would highlight is that for me, honors classes were easier. They were actually the courses that I got better grades in on average, and they were more interesting and stimulating because, although there was an extra component of potentially more work associated with those courses, they were smaller class size and allowed for the honors students to collaboratively learn and it was a really great opportunity for me. It fit my learning style more and also because the other students were very driven, it pushed me to be a better student.

Finally, the last little bit about this was the opportunity to do research. Honors and Scholars provided some grant funding and scholarship support when I was an undergraduate. I worked in Linn's lab. Dr. Van Woerkom was my first advisor on campus. I worked in his physics lab for three years. Along with that I also started getting involved in research in the French department. I tried to find some way to combine that research; what Honors and Scholars really does is allow you to find interdisciplinary work. It allowed me to connect a French professor that was my advisor, as well as Dr. Van Woerkom as a physics professor and then pull in a political science professor that I had taken a class with to do some work on how the French nuclear program developed and the cultural implications allowed that to happen.

It was kind of a strange interdisciplinary topic but at the same time it probably wouldn't have been possible without Honors and Scholars. That type of breadth and learning allows you to get your nose out of the books and allows you to learn in new ways. Interdisciplinary is a really big part of this in developing both breadth and depth.

The last thing I wanted to say, I think a lot of people see undergraduate education as the opportunity to learn how to learn and become really engaged in the learning and



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teaching process and then begin to apply some of that to find and distill some information.

The graduate and professional school learning style is a little bit different. It is much more applied. It has to do with real-world issues or potentially creating new knowledge. The gap that exists between there is filled at Ohio State by Honors and Scholars. It is not just Honors and Scholars, it is any student who is involved in research or extended learning opportunities. For me, Honors and Scholars supported that effort. It gave me a chance to not only expand my knowledge and breadth as an undergraduate student, building the base of knowledge and skill set, but also allowed me to dabble in what research might be like and take on a little more depth in a specific area.

It is really about both the academic side and the engagement side, and learning both the hard skills and the soft skills. It was a wonderful opportunity for me and I thank the university for providing that otherwise I probably wouldn't be who I am today. I wouldn't be in grad school, that's for sure. Thank you.

Mr. Schottenstein:

Any questions from members of the board about the program? I think it was quite surprising to many of us that close to 20% of the entire student body is in some way involved in the Honors and Scholars program. It is a very formidable part of what we do and a very important part.

Dr. Van Woerkom and everyone else involved, your work is noted and appreciated and I know that we are going to keep plugging and keep grinding and keep trying to make it better. Any comments from any board members? Jerry.

Mr. Jurgensen:

I thought about this after the presentation yesterday and I sort of jokingly referred to the difference between the 'A' students and the 'C' students because I am somebody who wouldn't have remotely qualified to be in the Honors and Scholars program when I was in college. What did happen along the way was that I was in classes all the time with people who were and I ended up learning as much from my fellow students as I did from the faculty that taught me. I needed help in a lot of stuff and it was easier to get help from students because you are with them way more. Also, sometimes they have a way of saying the same thing in a language or way that you can relate to a little better so it was good.

The one thing about how the Honors dorms and communities are all together made me worry a little bit about guys like me who need access to those communities, need access to those students, and how do I get that?

Dr. Van Woerkom:

Absolutely and I think Ben attested to that. When we talk about the community, of all of the hours in the day in the week, there are many more hours where students then are engaging. I know both of them can attest to the number of people they know who are not in Honors and Scholars so when we talk about the community, that is one aspect of it. But, I think that is a very important point. It is that collaborative learning, as Ben was alluding to, where you get students who are in the Honors program, not in the Honors program, you get different perspectives, there is nothing more valuable, speaking as an educator, than trying to explain something in very fundamental levels. If I can't explain a fundamental physics idea to you then I have to go back and think about that and figure out how to do it. It is an important thing that we challenge each other where one is an expert and the other is not; that creates a point of conversation that moves us forward and that happens all over the place.

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Mr. Brass:

Linn, I poked at this a little bit yesterday and I want to poke at the students a little bit on the same question. Melissa, I know you are graduating this year in molecular biology. I know you have applied to medical school here. How did you first hear about this program as an incoming freshman coming out of high school.

Ms. Brown:

To start off, both of my parents went here and so did my brother so I have always been submerged with Ohio State my whole life. Thankfully my mom pushed me to take the tour here and on that tour is where I learned about the Honors and Scholars program. I looked into more and there was an information session where I could go and potentially talk to the advisors of these Scholars programs. I was interested in the medical career so I talked to Health Sciences and the Biological Sciences Scholars program and in the choice between the two, I ended up in the Biological Sciences Scholars program where I first learned about it was my orientation and any time I hear someone say that they are interested in applying to Ohio State, I always encourage them to go on the tour. It is the best tour I have ever been on. I went to quite a few and Ohio State impressed me even though I knew more about the school going in than any other school, but the most important thing is that you can go in after the tour on campus and talk to the different Scholars and Honors programs. I have had the opportunity to talk with some potential new Scholars and Honors people this summer at some things that they had on campus. I think that is the biggest thing; to go on those tours, visit the school, and just have an open ear.

Mr. Brass:

Thank you. With such a large incoming class of freshman, it is very important, following up on Jerry, that they hear about it, they know about the program, and then there is some self-initiative, which is what you are demonstrating right now so thank you and good luck if you get into medical school. You will love it.

Ms. Brown:

Thank you.

Mr. Schottenstein:

Any other comments? Linn, Melissa, Ben thank you very much. We appreciate the report and keep up the good work.

Dr. Van Woerkom:

Thank you very much.

Mr. Schottenstein:

At this time we will begin the reports of our committees. As I think most people here know but I will just remind, the board has historically, or at least over the past several years, had six standing committees and we have now gone to five with the formation, that will be on the consent agenda, of our new Medical Center Board, that will in effect replace what was the Medical Affairs Committee. The Medical Center Board will effectively become that sixth committee and on a go-forward basis, this board will hear reports directly from that board, which reports to this Board of Trustees.

Today, we will have reports from the other five committees and I will begin with Mr. Shumate, the Governance Committee.

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## COMMITTEE REPORTS

Mr. Shumate:

Thank you, Mr. Chairman. The Governance Committee met yesterday and there were five items on the consent agenda that were discussed and recommended for approval by our committee. The first is a resolution to support state legislation regarding the voting and participation privileges for student trustees. This board supported a similar resolution two years ago. The new legislation is different from past versions in that it is permissive rather than mandatory and allows state university board of trustees to individually determine whether to provide voting and participation privileges to student trustees.

The resolution on the consent agenda expresses support for the legislation and also provides that this university board, as we have always done, will continue to allow students trustees to have such voting and participation rights if this legislation is enacted by the state.

As you know, our board has long included student trustees as equal partners of the board. We have included them in all board activities including our executive sessions. Ben and Stacie, along with their predecessors, provide a unique and important voice on the board and we are fortunate to have them. We certainly endorse and recommend this resolution.

Next, the committee ratified the appointments of two new members of the Advancement Committee. There are two non-trustee slots reserved on the Advancement Committee for representatives from the university Foundation Board. The representatives from the Foundation Board who will join our Advancement Committee are Keith Monda and Dan Wampler. Both of these new members hold two degrees from the university and have been strong ambassadors and supporters of the university for quite some time. I am confident they will be wonderful additions to our Advancement Committee.

Dr. Wadsworth then provided an update of the work of the Presidential Search Committee and presented the Presidential Profile that was developed by the Search Committee, by the Advisory Subcommittee in particular, for our approval. The Presidential Profile is a document that will be shared with various candidates for the presidency as well as other interested parties who may wish to know more about the particular qualities and characteristics that our board is looking for in the next president.

At this time, I would like to call upon Dr. Wadsworth to tell us more about the profile as well as provide us with an overall update on the work of the Presidential Search Committee.

Dr. Wadsworth:

Thank you, Alex. I am very happy to do that. In July, we started the Presidential Search and I would like to talk a little bit about the process of how we are going about that and then give you an update of where we are. If you are expecting to hear names, you will be disappointed, just to give you the bottom line.

We wanted a very comprehensive and transparent process; we created two subcommittees. The first is the Advisory Subcommittee. At this point I am going to do a shout out to Debby Merritt, who is in the front row here. Debby, please just raise your hand so people know who you are.

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Debby is the John Deaver Drinko, Baker & Hostetler Chair in the Moritz College of Law and she has lead this Advisory Subcommittee. The committee consists of thirteen individuals including students, staff, faculty, and others. I have got to tell you, they have performed their task so well. I can't even really put into words how grateful I am for the work they have done and the comprehensiveness of the work they have done. They have done so well, we have increased their work scope. That is the reward for doing well, isn't it?

They held a series of public forums across the campus and the state to gather insights into the qualities and experiences that the next president should have. I think there were over 30 forums being held and Debby went to everyone. A few of us joined her at some of those where we invited different parts of our community to give us their views. It is a complicated topic and we had a lot of very good input. There is also a website that had a huge amount content, hundreds and hundreds of comments submitted, and hundreds and hundreds of names of people being proposed. It is a very interesting range of names.

One of the things that we did ask was for a Presidential Profile. That is a document that tried to capture that complexity of input in a way that was addressable and readable and so on. It is a super document in my view. There are a number of leadership qualities and I won't read it, obviously you can access it.

Something that is emphasized in all of it, is not just people saying they have done something; but we quiz and measure and examine. I will just pick on the word diversity. It comes up a lot and it is easy to sit and say you care about diversity. This profile says let's have some evidence of what the candidates have done to develop that in their leadership teams and their institutions.

In developing these qualities, it really speaks to the range of characteristics that someone has to have to be a successful president from dealing with government to dealing with students. One of the things that have come through very strongly is how complex a modern great university is and the ability to deal with complexity has come very much forward as an example of what we need to be convinced about.

This profile was presented to us and is on our consent agenda to approve as a document that we endorse as reflecting values that we are looking for in the search for a president. In accomplishing their task, the Advisory Subcommittee also decided to provide a portrait of the university. This is in draft but will be made available and is just a terrific document that captures what The Ohio State University is all about. It is one of the finest I have seen and I think those that have had a look at it have shared that conclusion. So again, I can't say thank you enough to Debby and her team. Their work is not done. We want to keep them involved as we go forward.

The next committee is the Selection Subcommittee and under law, it is our job as trustees to pick the next president. That is a fact of law and to do that, we down selected the room to five of us. I chair the subcommittee and in addition Chairman Schottenstein, Alex Shumate, Janet Reid, and Mike Gasser are on that subcommittee. Our job is to now take these descriptions and profiles and then to start searching for the future president. There are a lot of different ways to approach that. What I will tell you is that starting in mid-September after receiving the profile, we started that task and conversations are ongoing.

I think I mentioned this before but we basically think about three different groups of people. The first would be sitting presidents and you all can do it. You all can go to the top one hundred universities and see who is there. A little more difficult; go and find all the sitting Provosts, the people who could be president but they don't know it yet. Then there are the non-traditional candidates, those people who emerged from maybe some career that is not so evident they would become presidents but that they have the qualities.

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So, in thinking about all of that, we have been working our way through these three groups. We have been taking the input from the Advisory Subcommittee. We get a lot of input from a lot of people. We put all of that together, then we work and hammer away at it. We discover some very strong candidates who have only been in their jobs a few months and are not going to leave. Some have maybe made a decision to retire and you start eliminating and forging your way to a final set. We have done that and we have started phone calls, we have had a couple of meetings; we are in the heart of the search.

There is a great deal of competition going on. Penn State, Michigan, others, that does not concern me at all. I think we are by far the most attractive top university out there and I don't say that for partisanship. I think I can demonstrate it with facts, data, and the environment we are in, and financial strength we enjoy, and many other factors. That is indeed reflected by the people that we have talked to. They uniformly see this university as being on the rise, and that is terrific.

In addition to the two subcommittees, I will just quickly say we have also got expert advice. Dick Chait, who many of you know, is a professor emeritus of the Harvard School of Education. He has been a longtime friend of this university and has guided the trustees in governance and other matters. He really is a world expert on university governance so he has been very, very helpful. He arranged the symposium that many of you will have heard about that was a couple of months ago, in which we brought five, well four showed up and one got trapped in an airport, but we had a very interesting day with four sitting presidents and we actually talked to the fifth. That was terrific. That is available on the web if you want to watch it.

We also recruited an executive recruiting firm and again, a very transparent process. We examined eight firms. We brought four to Columbus to interview and we picked one; Bill Funk and Associates. They specialize in university presidential searches. They don't do anything else. Bill Funk is a walking encyclopedia of every university presidency in this country. We have yet been able to stump him with a question that somebody hasn't heard about so he has been tremendously helpful.

All of that work feeds into the ongoing process. We did some analysis of how long it takes to find a president in an open public search. The data tells us about 300 days. We are about 120 days in. That does not mean we are going to be looking for another 180 but if we find somebody in a couple of months they may still not be able to start until the start of the academic year. Our aspiration is to move with due haste but do it very thoroughly and report back to this board as soon as appropriate with either a short set of candidates or the final candidate in the next few months.

I will conclude by saying again that the input from the university community through Debby has been not beyond our imagination as she is a magna cum laude graduate from Harvard and Columbia law, school so I expected great things, but it really has been terrific. I want to acknowledge the broad engagement of the university in this process and the very high quality that we have benefitted from. Thank you, Debby.

Mr. Shumate:

Thank you very much for your report and I know I speak for all of the board to express our sincere thanks for your outstanding leadership and also, Debby in terms of the leadership you have provided, we are well on our way to a very successful search and outcome.

Mr. Chairman, two additional items that are on the consent agenda, they relate to the university's new Wexner Medical Center Board. Our general counsel, Chris Culley, presented amendments to the bylaws of the board and the updated bylaws in particular reinforce the university board, this Board of Trustees sovereign authority and fiduciary responsibility for the medical center and provide further clarity to the powers

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and duties of the Wexner Medical Center Board in relationship to the authority of this board. I think those are very clear.

The bylaws also call for the identification of a lead trustee who will be charged with reporting the Medical Center Board's actions and their activities to our board. An amended resolution to this effect is recommended for approval and there are copies of both of those amendments at the places of the board members.

That concludes my report and again we recommend these five items be adopted by the board.

Mr. Schottenstein:

Thank you, Mr. Shumate. Are there any questions for either Alex or for Jeff at this time regarding his presentation concerning the search committee?

Thank you both.

Next, the Advancement Committee, which is co-chaired by Linda Kass and Gil Cloyd. Linda, thank you very much.

Mrs. Kass:

Thank you, Mr. Chairman. At yesterday's Advancement meeting, as Mr. Shumate referenced in his Governance report, we welcomed two new members to the committee from the Ohio State University Foundation. As he mentioned, both two time Ohio State University graduates: Keith Monda, the retired president and COO of Coach, and Dan Wampler, President of Synergy Flavors.

The first item on our agenda was the University Foundation Report. Mike Eicher reviewed the university's fundraising activity progress from July 1 through September 30. Total fundraising activity during this first quarter came to \$68.7 million and this amount is 6% ahead of where we were last year at this time so we are on track to meet our \$390 million overall annual goal.

Some other highlights. Outright gifts and private grant support from corporations and foundations have shown good growth. We are ahead of last year by 24% in both of these areas. Philanthropic receipts are on target. These are the cash numbers we use to measure ourselves against our peers. Our goal on the scorecard is to hit \$316 million this year and we are running about 6.6% ahead of last year. There is a slight dollar decline in pledge receipts due to a timing issue and in planned gifts as well, but overall we are going extremely well.

We also reviewed the progress of our current campaign, which is at \$1.663 billion and our progress is right on target as we are 65% of our dollar goal in 63% of time elapsed; two-thirds as President Alutto mentioned in his report. Half of our units are ahead of their goals and half are behind; so it is a mixed bag in that area. We set very aggressive goals and have work to do here but the units are showing promise with new unit leadership in place so this is all really very good news.

The committee then reviewed a report from Keith Monda about the Ohio State University Foundation's benchmarking and planning efforts to redefine that board for success. There are 52 directors of the Ohio State University Foundation. They are all very generous to the university and willing to share their expertise and passion on behalf of this university. They are working now to build a new structure that will increase their engagement and leverage their involvement with Ohio State. Mr. Monda reported that a draft plan was shared with the Foundation Board at its October meeting and following the feedback they receive over the next few months, a recommended new structure will be introduced at their April meeting. Staff and volunteers are full

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partners to build momentum for this positive change for the Ohio State University Foundation.

Submitted for approval with the University Foundation Report is the establishment or revision of endowments totaling \$2.2 billion and the Foundation report is item number 16 on the consent agenda and the committee recommends it for approval.

Also on the consent agenda for approval is item 17, the naming of two rooms in the Physical Activities and Education Services building in the College of Education and Human Ecology. They are the Joan E. Gritzmacher Student Service Center and the Flo Tooke Student Computer Lab. Hopefully I pronounced that correctly.

Finally, consent agenda number 18 for your approval is the adoption of a new naming policy. First crafted and approved in 1992, our current guidelines have served us well through several campaigns. In 2012, language was added to clarify and manage corporate naming opportunities and over the past several months, Mr. Eicher and his team have refined the language of the policy mostly to clean up wording and to remove ambiguity so the procedures by which naming requests are submitted and processed will be more systematic and inclusive of the views of the university community.

Some key changes include first the clarification of minimum naming levels to facility spaces. In the past, that was defined as one-third of the building cost. This new policy added other factors important to consider for naming rights such as the location of the space, its visibility and prominence, the age of the facility, and its use. There were also nomenclature changes that defined for example a commemorative naming as that involving a gift versus an honorific naming. Also clarified were the internal reviews involved with naming, which must happen prior to the discussion with donors and also when the gift acceptance committee needs to be engaged.

Finally, the revised naming policy reinforces the process for consideration of corporate or organizational names on buildings and the appropriate process if ever a name needs to be removed from a building.

We then had a very good discussion around our scorecard. The process of developing an Advancement scorecard was called a journey since we have had to modify our metrics in the engagement and awareness areas as we have developed more learning in this area. There are five measurement areas in the proposed scorecard.

First, a longitudinal alumni study around awareness and engagement. Here, the thinking is to use perhaps mobile technology to build a community of alumni who will regularly give us feedback on their feelings about the university and how they want to be involved. This is a very forward thinking form of research under development that we will hear more about at future meetings.

The second area of measurement is the total dollars raised by the campaign. As I mentioned, we remain ahead of target and this metric has been the same throughout and has not changed.

The third metric is our fiscal year measures and that will account for three subcategories: gifts and pledges; cash gifts, so we can see where we stand alongside other public universities; and total donors, with this area broken down further among first time, retained, and upgraded donors; our focus here is on donor retention and enhancing our donor experience.

Events will be the fourth metric, tracking the quality and quantity of university hosted events using net promoter scores. These scores are often used in business. High scores indicate a high likelihood to purchase and in our case to attend events, to be engaged. The current scorecard represents just four events but during the next year, the baseline for this will be developed and measured.

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And our final proposed metric is in the area of media and marketing with two subareas of measurement. First, the quality and quantity of key media placements and digital media penetration; the reach and saturation of positive messages in publications and media that matter to us. And second, an annual assessment of national thought leaders to ascertain for successful international media outreach efforts.

There was a good deal of discussion about the last two metric areas, events and media and marketing, in terms of what these measurements need to tell us and to ensure meaningful data results. The great news is that we are meeting our goal on the campaign and all fiscal measures and that is for gifts and pledges, cash, and total donors. The nonfiscal metric areas are still too early to measure and several of these metrics continue to be refined.

In closing, I want to compliment Mr. Eicher and his team on that exceptional Ohio State campaign celebration in New York this past Monday that President Alutto referred to earlier. About 150 were in attendance and I was there including fellow trustees Gil Cloyd and Corbett Price, University Leadership Foundation members, campaign volunteers, and donors. Along with President Alutto and Provost Steinmetz, three outstanding students spoke of their experiences and connections and life learnings gleaned at Ohio State. I had the good fortune to sit next to a student who led and participated in numerous campus activities including Buckeyethon that most recently raised, I learned, more than \$600,000 for Nationwide Children's Hospital's Hematology and Oncology program. It was quite an impressive and inspiring event.

Again, we recommend the three items I mentioned on the consent agenda and that concludes my report, Mr. Chairman.

Mr. Schottenstein:

That was a great report. Questions for Linda?

Jeff, when you were talking about the presidential profile and the complexity of the university, we have some committee reports yet to come, which will further reinforce the complexity of this place. There is a very significant amount of good work being done by the committees and it is important and noted. Thank you.

Judge Marbley, the Audit and Compliance Committee.

Judge Marbley:

Thank you, Mr. Chairman. The Audit and Compliance Committee met yesterday. We had one item for action and it was a request from the College of Engineering to create a new affiliated entity called the American Lightweight Materials Manufacturing Innovation Institute (ALMMII), which will be a not-for-profit organization. It is created in collaboration with Edison Welding Institute (EWI) and the University of Michigan for the purpose of competing for lightweight material and modern metal contracts from the United States Navy. Ohio State will be named as a founding member, and Dean Williams will have a seat on the board. The award value of the final contract with the Navy is \$70 million over a five year period. The state of Ohio has committed \$10 million in support of ALMMII, primarily for work force development, and The Ohio State University College of Engineering has committed another \$5 million of in-kind contributions capitalized on their advanced manufacturing facility, hires, and other in-kind assets. The Ohio investments are matched by the state of Michigan and the University of Michigan.

Mr. Kress, who is from University Research Administration and formerly with both Battelle and NASA, presented the merits of the proposal and addressed the board's questions regarding benefits and risks for the university. After discussion, a motion was passed to bring forth the authorization to create this new affiliated entity to the



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board for approval. It is thought that we will have a decision as to whether we are awarded the contract within the next four months or so. We are competing with a group out of South Carolina as well.

Next, Mr. Rick Stover, audit partner with PricewaterhouseCooper (PwC), the university's external audit firm, reviewed their letter to the committee regarding the annual audit of the university's financial statements for the fiscal year ending June 30, 2013. Mr. Stover shared with the committee the implications of new accounting pronouncements from the Government Accounting Standards Board and their impact on the June 30, 2013 financial statements. If anyone wants me to go into it in greater detail, of course, I am qualified to do so and I will. Mr. Stover also discussed areas where his audit team spent additional time to ensure they were comfortable with some of the more critical areas, such as healthcare revenue, the valuation testing for alternative investments, and the new parking agreement.

PwC has issued an unqualified opinion on the university's June 30, 2013 financial statements, and Mr. Stover communicated that they have not identified any material weaknesses in the university's internal controls. He reported on the status of other university departments or affiliate audits that they had engaged to perform and those are on schedule with no significant concerns to report including the Medical Center and the Athletics audit. In a word, Mr. Chairman, we had a clean audit. The one remaining was OSUP. That had not been finalized but all of the preliminary information showed that that to will be a clean audit.

Finally, we heard from Mr. Gates Garrity-Rokous, who is of course the university's chief compliance and integrity officer. He presented the compliance update. They have developed a five year strategic plan, as well as an annual plan, targeting four areas: Public Records, Investigations, Regulatory, and Internal Audit Findings. These steps will improve the university's ability to proactively mitigate risk and respond to issues. We inquired with Mr. Garrity-Rokous' office if he had completed staff hiring's and he informed us the final hire should occur within the next month and then that office is fully complete. It is already fully operational and it has been working with the various university departments, most notably Research, Athletics, and the Medical Center in centralizing our compliance functions.

We then recessed into executive session. And that concludes my report, Mr. Chairman.

Mr. Schottenstein:

Thank you. Questions for Judge Marbley? There do not appear to be any.

Academic Affairs and Student Life Committee, Dr. Wadsworth.

Dr. Wadsworth:

Thank you. We have a number of items on the consent agenda and I won't read through them all. They are there for us to look at; various namings of places, the awarding of Honorary Degrees, and so on.

I did want to come back to the American Lightweight Materials Manufacturing Innovation Institute which was briefed to several committees. I won't repeat what is being said, well mostly won't, but there is an interesting issue and that is this is a big proposal. It is \$70 million dollars from the Navy but there is also \$72 million of matching money from industry. Fifty-nine members are on this broad proposal, 45 companies, nine research universities. There were 25 groups originally and we have already been successful in getting to the final three; South Carolina and Louisiana are the competition. It is the new normal. The discovery themes are very interesting because they are causing collaborations. I think as we go forward, we are going to see

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more people wanting to see teams of people going after big programs and that brings with it something that is, and this is not to be self-serving. We have been trying to help, because at Battelle we do big proposals all the time, and doing big proposals is different than doing small proposals, which is what a lot of universities are used to. Dean Williams has been tracking how we do it and is building a similar proposal center here at the university because when you do this kind of proposal, you kind of need a war room; you lock people with pizzas and bottles of water and you don't let them out. There are deadlines and you have to actually respond to what is being asked for versus saying what you would like to do. This is more and more becoming how money is being allocated. I want to say that this university is doing a terrific job in getting to the final three and we are very optimistic. The one thing that we don't have is a Navy in Ohio as such but we have Buckeye Lake.

Mr. Schottenstein:

Just a question on that. Do you know how it came about that we partnered with the University of Michigan?

Dr. Wadsworth:

This is a case of people who know each other, who respect each other, who work together. The base in Michigan is simply a result of Ohio's success. The last major award came to Ohio and you don't get two in succession. So, although we partnered with Michigan, it is a great collaboration and it is by people who know each other and want to work together. The Edison Welding Institute is another piece of the puzzle.

Judge Marbley:

Chris also mentioned that we have one of the best Materials Departments in the world, as does Michigan. I think that Ohio State and Michigan have the best two Materials Departments.

Dr. Wadsworth:

These kinds of collaborations are very interesting because what it means is one week you are collaborating and the next you are competing. That is something aerospace does all the time and other industries. It is more the case when you get big proposals that you are going to have to decide who you are going to work with.

President Alutto:

Just to reinforce what has been said, this is truly going to be the new normal and while these institutional rivalries are interesting on a Saturday, they are not relevant for these issues. You go where the expertise is. That is essentially the delight of this project, where people have simply said "what do we need to be successful," reached out, found others who are willing to cooperate and move forward in, for us, a more aggressive fashion. You are going to see this more and more often as time goes on, which means we are going to have to respond much more rapidly than we have in the past.

Dr. Cloyd:

Can I ask a question on that? I think this is a marvelous initiative but along the lines that this kind of collaboration is the new normal. Did the group that is working this come up with a good model for how you are going to handle intellectual property with so many people involved? You don't need to go into the details. It has to be fascinating because that had to be a very complex issue.

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Dr. Wadsworth:

The answer is yes. It is always an issue and it is always different. It is very rarely the same answer. The next proposal will look different.

Dr. Cloyd:

But, did you get some principles perhaps.

Dr. Wadsworth:

Yes. Federally funded work with universities falls under law by Bayh–Dole Act so there are rules about intellectual property. Dealing with companies is interesting but when they are in collaboration there are rules. When you are working for industry, sometimes they all simply say “if you want my money, I want the intellectual property” and then you have the conflict with the law and you have to figure out how to make that work. It is a complicated topic but yes, it is absolutely a part of all proposals.

Dr. Reid:

I want to just add one more thing. This is truly an exciting project and for those that may be hearing about it for the first time, it does result in all kinds of cutting edge research, but it also is job creation for the state of Ohio so there is a big benefit to everyone here.

Dr. Wadsworth:

To your point, Janet, the expectation is to create 10,000 jobs over the next five years in manufacturing and materials, which is a place the United States needs to recapture leadership, which is why the Navy is sponsoring this.

Okay, the second presentation was by Dolan Evanovich and he comes regularly to our meetings to give us updates on how things are going. This was kind of spectacular. I have to say, the number of records that have been set at this university this year is really remarkable. I know numbers can get confusing. I will just give you a few though.

Total university enrollment of students is 64,000, an all-time high, up 1.5%; the Columbus campus enrollment is 57,500. The only place that is down is in some of the regional campuses and that is an interesting result of high school numbers going down and regional campuses have a harder time recruiting out of state and we, of course for this campus have a very focused program on that. We had a record 35,000 applications to the Columbus campus.

The goals for the next two years call for increasing that number still further so that by 2015 we have 40,000. Why is that important? It is important because now the quality that you can demand is going to go up and that is a part of our objective, increase the quality. Although the applications are going up, the number of freshman at the Columbus campus is planned to remain at 7,100 so you are drawing from a bigger pool as more people apply. More people apply because they get excited about Ohio State and we have some various recruiting things going on.

This years' freshman class is the best ever recruited to this university. ACT score of 28.5 and SAT score of 1256; an all-time high. As are the number of students in the top 10% of their class coming in, 58%, and 92% are in the top 25% of their high school graduating class.

The university's total number of minority students is at a record high, 18%, as is the number of non-Ohio residents, 28%. Seven percent of that 28 is international. That is a lot of numbers but you get the sense and I have a comment to make in just a moment.

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Our six year graduation rate reached an all-time high at 83% and goals for the coming two years call for further increases, not only in six year graduation rate, but also in first year retention and four year graduation rate which is currently at 60%. First year retention is at 92%.

Now, the point I want to make is that in all of those measures, there is a lot of focus on maintaining our land grant mission and drawing students who have not had in their family's prior experience and making sure we have the right composition and there are various ways to measure that.

This outstanding performance over the last few years has been accomplished with that very much in mind.

Mr. Schottenstein:

So if I may ask a question and I really don't know how I feel about this but I would just be interested perhaps, Joe, in your impression or anyone else's, Provost Steinmetz, this is quite impressive. I am thinking about advancement, marketing, awareness, getting our message out, underscoring the value of land grant; the confluence of all those things at once. Is there something more that we should be doing to tell the world, at least the world closest to us, what we are doing and the strides we are making?

Dr. Wadsworth:

My quick answer, humor where it's appropriate and important to let the world know how well this university is doing. We can do it with appropriate modesty but I don't think we should underplay the fact that if you look back 15 years to where we are to today, this is a superb ongoing achievement. When we look at the data, it is always what's happening in the next three years. It doesn't stop. You have some interesting philosophical questions about where you stop, how big a place should be, what should be the percentage of non-Ohio students. There are a lot of complicated questions in this that need leadership guidance from the board as well as from the president because they are sophisticated questions.

President Alutto:

I think it is important to keep in mind that no one cares about where we were 10 years ago, except us. We care a great deal about the improvement that has taken place and how hard it has been and what the creativity has been. What they are interested in is where are we today and where are we going? One of the things that we have been talking about, metrics are very important as long as they are tied to our strategic objectives and as we achieve those metrics, as we hit those targets, then we have the opportunity to talk about what has happened at Ohio State today and where we are going. We have to be a little careful in the sense that we should take pride in the change over time because it really is spectacular, but that is not what sells this institution. What sells this institution are the traditions, the movement that is created through that tradition, and where we are going in the future and that is really what we hear described by the various committee reports.

We just need to do a very good job in presenting that information in an effective fashion. For example, the University Profile that has been developed is probably the best compendium of information about this institution and where we are today, not necessarily where we were 15 or 20 years ago and we need to get that out much more effectively and we are doing that through a communications movement.

Mr. Jurgensen:

A lot of these things are clearly positive. The thing that keeps going through my head though is that I think all of American higher education needs to become increasingly

more focused on output measures rather than input measures. One infers that the higher the ACT, the higher the average graduation position in your class, all those things will translate into better students, which will translate into doing well. In this debate today of the value of higher education, how much higher education is leveraged, and the significantly changing job picture in the American economy that has taken place post 2008; we don't have the same job economy that we had a decade ago. What really matters is not how many kids we graduate. What really matters is where they go after that and what are they able to do with what they have learned here.

Now, one thing that I infer positively is that our default rate on student debt at Ohio State is significantly below the average of a lot of other indices that one could look at. You could infer that our kids must be doing okay because they are not defaulting on these loans that they took out to get their education. But this issue, in my judgment, is going to get a brighter and brighter light put on it. Jeff, I just encourage you to encourage everyone that you work with and your committee to really begin to think about output measures. What are the appropriate output measures and how do we follow them because that really speaks to what the quality of our product is.

Dr. Wadsworth:

I am going to have a slightly different view. The better the quality of students coming in, the higher the graduation rate. We know that. You don't know what the output measures are when you bring people in so you have to follow some quality measure that you believe is going to lead to a higher graduation rate. Graduation rates are very important. As I studied the economy of this country and I look at what happens if you don't graduate high school, you are below the poverty level and your unemployment rate is 20%. As you go up the education scale, that income goes up and continues to go up and your unemployment rate goes down. So, I think on a global view, these kinds of data suggest success.

In a minute, I will talk about the School of Law, which we had a review on. They are measuring the output measure of how many graduates got a job and were those jobs of the quality intended when they joined the school. That is harder to do across the university but that is an example where we will have both a broad based premise and increasingly measure how effective it is. One way to measure it is how many people come here. How many people decide that this is going to be a value proposition they are going to buy?

As I mentioned with the School of Law, in their case, the recession of 2008 had an immediate impact on the number of people applying to law school as a result they have had a fairly precipitous drop. Students, parents, and society evaluate pretty quickly whether they are getting the value they want. I think we will see evidence directly on how many people apply to which schools and which universities survive in the 21<sup>st</sup> century with the value proposition they have and some of them will not.

Mr. Schottenstein:

Jeff, we have a few comments, one from Ben and I know that the Judge has questions as well.

Mr. Reinke:

I think that you both are absolutely right in that if there is a better way to track what happens with our graduates later that it increases the value proposition, if those are good results. The one thing out of all the data that really illuminated me was the number of applicants. With the law school numbers dropping, a decent indirect evaluation tool to figure out what the market things of the value of an Ohio State

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degree. Those numbers going up, especially drastically over the last five or 10 years, means that people perceive Ohio State as a good value.

The one functional thing that happens with that is you are able to more easily mold the student body at Ohio State to be what you want for the best learning outcomes. By that I mean the easiest indicator would be our diversity measures so as diversity increases, not just in traditional buckets of ethnicity, religion, race, etc., but in different backgrounds of diversity, socioeconomic conditions, all these other opportunities, the greater the diversity within the student body, the greater the learning. Just like we talked about the importance of learning outside and pure learning. Those things are absolutely incredibly important, so the fact that we have more applications means that we can also institute a more diverse student body, which is really important.

Judge Marbley:

One metric that is often overlooked when we look at our diversity profile is the number of first generation students, Mr. Chair. It really speaks to our commitment to fulfilling our land grant mission. If you look at the data for 2012, we had 16% and for 2013 we had 19% so it is trending upward and that is directly related to the increased number of applicants. When we look at Ohio State in the context of where we are in terms of the rankings, I think that we can't lose sight of our land grant mission and the fact that we should continue to be committed to increasing that number. I want to say publicly, and we talked about this Dr. Wadsworth during the committee meeting, Dolan Evonovich and his staff have done an outstanding job in a difficult environment because on one hand you have some of the federal courts more narrowly tailoring how you can achieve the diverse student body. That is difficult to navigate when you don't know what the rules of engagement will be tomorrow. On the other hand, we have our land grant mission while at the same time bringing in, I think now for the past 11 years, a better class profile-wise or a higher performing class profile-wise than preceding classes, and he and his staff have done an outstanding job, Mr. Chair.

President Alutto:

What the board has done is define the joy of being at a university. It is dialectic. We have multiple competing objectives and goals. The concern for me would be if implicitly we all assume different goals and then we start pulling the system apart. Instead, all of this has to be out on the table and we would have to see how we are balancing issues. But the measures that we are going to have to use for success for this great institution are both input measures, because they help determine the output measures but they have to be clear output measures that are aligned with our strategic goals and objectives. What we don't ever want to be in is the position where we keep changing the output measures depending on simply what is happening outside the institution and those happen to be inconsistent with our strategic goals. The ability to constantly bring those into alignment through our planning process, I think, is going to be critical but that is the joy of being at an institution like The Ohio State University. You have tapped into it perfectly in this conversation.

Mr. Schottenstein:

I want to go back, if I could, before you continue with your report, Jeff. I know that this is a very tactical comment but we started out the meeting and we watched the video from the marching band and I don't know about the rest of you but when it said "the pride of the buckeyes," I felt it. I think about advancement, I think about fundraising, and I don't mean to turn this into a financial conversation but we all know why we did the parking transaction, why we issued the century bond, and why have we become so much more focused on being excellent in fundraising. It is so we can fulfill the land grant mission, so we can provide more scholarships to deserving daughters and sons of Ohio.

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I think about all these things you have talked about and I also know that fundraising and giving is all about emotion. When you feel something is really excellent and you are really proud of it, you want to do more. The kinds of things you talk about, these numbers, and trying to get those numbers, again this is a very tactical comment, into some kind of a marketing or piece where those that have done and those that will do more can feel even more pride about this place and what it is accomplishing. I think just helps us get to where we ultimately want to be and that is best in a whole lot of things, including advancement and fundraising.

Dr. Wadsworth:

Good conversation. I agree that the first thing we do is convince ourselves that we are on the right track so that we can appropriately endorse external audiences.

That was a great lead in, Bobby, to the discovery themes initiative that Provost Steinmetz described. We converted a parking asset to cash, the lease, and there is a very grand plan to convert 500 faculty over the next period of time; 10 years. Maybe more interesting is the work that went on to define the three investment areas of food production and security, health and wellness, and energy and environment. There is a vibrant competition going on within the university, multi-disciplinary teams. Fifty-five proposals have been generated for the first wave of data analytics that was mentioned earlier. I think we heard that there are 155 reviewers lined up to go through those proposals and try to rank, sort, and aggregate them where it makes sense. This is going to be a very exciting time as we move into that investment period having raised the cash to be able to stay at the cutting edge and do the appropriate hires.

Let me just quickly go through two more things we learned about. One was the Undergraduate Neuroscience program. That is a new program. Dr. John Bruno briefed us on that. In the interest of time, I will just say it is a unique partnership of the Colleges of Arts and Sciences and Medicine. It may sound like one thing, Neuroscience, but actually it is a multidisciplinary field drawing from many different disciplines as diverse as biology, mathematics, psychology, anatomy, and so on. This is an area of great growth and interest and Ohio State is getting involved at the right time and I think it is going to be an exciting development. Forty courses are already being offered through 10 departments at the school.

Finally, Dean Alan Michaels of the Moritz College of Law provided the committee with an overview of his college and this is where he got into, Jerry, the whole issue of how they measure the success and how they have dealt with a very sudden decrease in applications because of the recession and the very quick societal impact where, in law, there were fewer jobs. What kind of jobs are they getting and it was a very involved discussion and again, I won't go through the metrics at all but here is an interesting one; they have a record of the students coming out of the Moritz College of Law passing the bar at a 95.48%. That is quite an achievement. That is a measure of whether that education has been effective to take it to the next level of accomplishment and employment. Those are some of the things that we talked about there and then he had gone further and said what kind of jobs do they have? Are they the kind of jobs we would train people to do? If you have a law degree and you are doing something completely irrelevant because you can't find a job then that is the kind of detail he went into.

He attracts an extraordinary student body. He has some very good principles around how they are developing their programs and there is a lot of detail about their budgets and various other things but I will conclude in the interest of time. Thank you.

Mr. Schottenstein:

That was a great report. Any other comments? Thanks, Jeff.

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Finance Committee, Mr. Jurgensen?

Mr. Jurgensen:

Thank you, Mr. Chairman. We met yesterday as well. Mr. Chatas presented the university financial scorecards for fiscal year 2014 for both the university as well as the Wexner Medical Center. Generally, I would say everything is on budget through August 31<sup>st</sup>, two months into the year. There are some metrics in these scorecards however that reflect the yellow that Geoff wanted to discuss further.

One item reflected on the university financial scorecard colored as yellow is the intermediate investment return, which is below budget due to the transition of new investment managers at a time when the fixed income market was particularly challenged. This trend appears to be correcting based on current performance so it is expected that this trend will self-correct. There are a number of measures in the Medical Center Financial Scorecard that bear watching. There are 16 measures on that scorecard at the moment. Seven of them are yellow and nine green so if you sort of ignore the words and back up and look at the scorecard, generally there are two things you look at. One, you look for color and second, the way we do it here, you look at the direction of the arrows indicated inside the scorecard. In the case of the Medical Center, it is seven yellow and nine green but it is ten down and five up so just from a momentum point of view, that would suggest that there are a lot of things that we need to be paying attention to there and we are. What ends up happening is that sometimes the pluses taking place in the scorecard offset the minuses and in the net at the bottom, you are still okay and that is basically what I would describe at the Medical Center at the moment.

We reviewed after that the Physical Environment Scorecard and again there are two things there that we talked about. One is the off-campus safety index, which is yellow. The issue there may have to do with a technical issue more with Columbus Police Department and Jay Kasey is working on how we get data from the Police Department and how that factors into our safety index. As I understand it, Jay, I think there is a lag.

And then there was a CampusParc satisfaction index and the hypothesis there is that we are confronting the issues that we plan to confront with respect to the Medical Center Expansion Project. We knew it was going to cause some disruption and it is and that is, showing into these scorecards.

Overall, the comment I would like to make and I mentioned this I think the last go around, we certainly talked about it earlier in the Finance Committee meeting, this whole notion of scorecards and their use and utility and effectiveness and all of that, I think a thing we need to remind ourselves of is that scorecards by their nature are backwards looking. They do a great job of telling you what happened yesterday. What we really need to do is to think about how we can augment these scorecards with indicators and things that point to future strategic threats as well as operational issues and particularly where in our strategy plans, we have identified or outlined key milestones or places where we need to be in pursuit of a strategic objective. None of our scorecards measure any of that and so it is sort of like where would the dinosaurs be? The dinosaurs probably had scorecards like our scorecards and then they woke up one day and go "holy mackerel, we all have brains the size of a walnut and it is getting hot."

We have challenged Geoff and all the people that Geoff works with across the university to think about these scorecards because if we come in meeting after meeting after meeting and everything is green, green, green and then all of a sudden we walk in one year to a strategic planning meeting and someone suggests there is radical change on the horizon necessary but none of the stuff we are following tells us that, then there is a message in all of that. We will go to work on this and hopefully these scorecards can be more effective as we go forward.



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Lynn Readey reviewed the Construction Project Status Report with the committee. All of our major projects are rated green. That means on time and on budget to date including the North Residential District project, the South High Rises Renovation, the Chemical and Biomolecular Engineering and Chemistry Building, the South Campus Central Chiller Plant, the East Regional Chilled Water Plant and the Jameson Crane Sports Med Institute. So again, nothing to call out of any major concern to you with respect to that.

Then Lynn reviewed the Capital Projects Annual Report for fiscal year 2013 which had in it some data concerning a ten year overview of capital expenditures including maps and photos of things that have changed. It really is instructive, after a period of time, to look back and realize that over the last 10 years, Ohio State has spent just in excess of \$3 billion on brick and mortar. At the moment, we have 355 projects in some state of completion totaling another \$2 billion so again, a lot of money, a lot of projects, and a lot of complexity.

The committee had a number of questions related to with all this emphasis on new construction, the issue of deferred maintenance and Mr. Ratner pointed out to all of us that in this process of building new buildings and modernizing buildings, you are also taking down old buildings and yes, you are creating a deferred maintenance issue for the future, but you are also dealing with the deferred maintenance issues that have built up over the fiscal plan of the university over this period of time. Geoff Chatas did agree that he would bring back more information for us to look at with respect to that issue.

She then reviewed the benefits of Ohio Construction reform which became law in 2012 and for which the Medical Center was an early pilot for that reform. I think the bottom line of that analysis is that it has been beneficial to us, this change in the law both in a time sense, how quickly things are getting done around here under this methodology versus the way they were before. As well, the financial application which is averaging somewhere between a 10 and 15% savings by our analysis, which is consistent with what the people arguing for that change in the law said would happen.

Mr. Schottenstein:

You don't need a calculator to do this; if you do that 10% across. What did you say we have spent in the last 10 years?

Mr. Jurgensen:

Three billion.

Mr. Schottenstein:

Had that law been in effect?

Mr. Jurgensen:

Yes. It is a lot of money.

Mr. Schottenstein:

That is a lot of scholarships.

Mr. Jurgensen:

You bet. That concluded the things we had to do for review. We discussed and approved four items for the consent agenda. I won't go through all the details on those. One of those though was Keith Meyers presented a resolution for the acceptance of a

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gift of 387 acres of real property in Pickaway County. That caused the committee to ask a question. Do we have a policy with respect to land like we do for common stocks, that when things are gifted to the university, do we sell them immediately or do we try to figure out whether they are going to go up in value tomorrow? With respect to real property, we were told that it is a cross university piece of analysis that does look at it as to whether or not there is a programmatic need or use of what it is we are given and a determination is made of do we keep it in a portfolio or do we monetize it?

It was a good answer for the time but I think it caused the committee to want to take a more thoughtful and complete look at all the real estate in fact that we do own.

Mr. Schottenstein:

Just so everyone knows, we don't just take the property without at least making certain that it doesn't have dinosaurs on it or something. There is a due diligence before we receive it.

Mr. Jurgensen:

Over the passage of time, as long as this place has been around, you accumulate a lot of dirt and we don't know how high the bar or hurdle one needs to overcome to say "oh yea, we can use that." From time to time, I think it just makes sense that you take a look at where you are and where it all is and ratify yes, this continues to make sense and we are doing exactly the right thing and we like where we are, or, again maybe there are things that we can do or should do or consider doing a different way.

Keith presented a second resolution to authorize the sale of Harding Hospital, 45.393 acres in Worthington, to Step by Step Academy. That is on the consent agenda.

We had our usual resolutions related to the authorization to enter into contracts. This included a construction project for the addition and renovation of the Wilce Student Health Center for \$7.5 million and the approval to spend \$290,000 on a professional services contract for a comprehensive parking and transportation plan.

The final resolution presented by Mr. Meyers was to grant roadway easements to the County of Marion and the Ohio Department of Transportation for the extension of County Road 221 along the western side of the Marion Campus.

All of these will be on the consent agenda today. That concludes my report.

Mr. Schottenstein:

Very good. Any questions for Jerry?

The consent agenda then is now before the Board and President Alutto, if you would like to, please present it.

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## **CONSENT AGENDA**

President Alutto:

Today, we have a total of 23 resolutions on the Consent Agenda however item 2 has been amended and an updated resolution is at each of your seats and is available for anyone who would like a copy. Item 7 was on the agenda but materials were not previously distributed. A copy of that resolution is also at each of your seats and is available for anyone who would like a copy.

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We are seeking approval of the following:

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**AMENDMENTS TO THE RULES OF THE UNIVERSITY FACULTY**

Resolution No. 2014-12

Synopsis: Approval of the following amendments to the *Rules of the University Faculty*, is proposed.

WHEREAS the University Senate pursuant to rule 3335-1-09 of the Administrative Code is authorized to recommend through the President to the Board of Trustees the adoption of amendments to the *Rules of the University Faculty* as approved by the University Senate; and

WHEREAS the proposed changes to the *Rules of the University Faculty* were approved by the University Senate on October 3, 2013:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the attached amendments to the *Rules of the University Faculty* be adopted as recommended by the University Senate.

(See Appendix VII for background information, page 221.)

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**AMENDMENTS TO THE BYLAWS OF THE  
WEXNER MEDICAL CENTER BOARD**

Resolution No. 2014-13

Synopsis: Approval of the following amendments to the University Wexner Medical Center Board Bylaws, is proposed.

WHEREAS The University Board of Trustees approved the creation of The Ohio State University Wexner Medical Center Board at its August 2013 meeting; and

WHEREAS pursuant 3335-1-09C of the Administrative Code the rules and regulations for the university may be adopted, amended, or repealed by a majority vote of the Board of Trustees at any regular meeting of the Board; and

WHEREAS The proposed amendments to the University Wexner Medical Center Board Bylaws have been recommended for approval:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approve the attached amendments to the University Wexner Medical Center Board Bylaws be adopted as recommended.

(See Appendix VIII for background information, page 223.)

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**RESOLUTIONS IN MEMORIAM**

Resolution No. 2014-14

Synopsis: Approval of Resolutions in Memoriam is proposed.

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BE IT RESOLVED, That the Board of Trustees approves the following Resolutions in Memoriam and that the President be requested to convey copies to the families of the deceased.

Samuel C. Chu

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on August 30, 2013, of Samuel C. Chu, Professor Emeritus of History in the College of Arts and Sciences.

Professor Chu held a Bachelor of Arts from Dartmouth College, and earned a master's degree in 1953 and PhD in 1958 from Columbia University in modern Chinese history. He was an Assistant Professor at Bucknell University and Associate Professor at the University of Pittsburgh, before joining the faculty as a Professor of History at The Ohio State University in 1969. He also served as the first Director of the East Asian Studies Center from 1969-1977. Professor Chu retired from The Ohio State University on June 30, 2005.

Dr. Chu specialized in modern Chinese history. His publications include *Reformer in Modern China: Chang Chien, 1853-1925*, *Passage to the Golden Gate: A History of the Chinese in America to 1910* (co-authored with Daniel Chu), and *Li Hung-chang and China's Early Modernization*, and he edited *Madam Chiang Kai-shek and Her China*. He also published numerous articles in scholarly journals, contributed chapters to edited volumes, and wrote many book reviews.

During his tenure at the university he served as the Department of History's Vice Chair from 1991-1993. He was active in many professional organizations, including service as the Vice President and President of the Midwest Conference on Asian Affairs, service as the chair of several committees, and a member of the Board of Directors of the Association for Asian Studies.

On behalf of the university community, the Board of Trustees expresses to the family of Professor Samuel C. Chu its deepest sympathy and sense of understanding of their loss. It is directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the Board's heartfelt sympathy.

Robert H. Groves

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on October 11, 2013, of Robert H. Groves, Associate Professor Emeritus of The Ohio State University Extension Service.

Professor Groves was born August 20, 1935, in Warnock, Ohio. He completed his Bachelor of Science degree in Agricultural Education in 1957, his master's degree in Agricultural Education in 1967, and his PhD in Agricultural Education in 1975, all from The Ohio State University.

His Extension career in Ohio began on June 1, 1957 as the Associate County Extension Agent, 4-H, in Mahoning County. On September 1, 1966 he became the Area Extension Agent, 4-H, in the McConnelville Area Center. The office was moved to Belle Valley, Ohio on July 1, 1974 where he remained until his retirement on January 31, 1988.

Professor Groves was recognized for his leadership in 4-H educational programming including working with older youth and junior leadership activities, as well as developing seminars for bicycle and tractor certification subject matter. He was a member of the

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Ohio Extension 4-H Agents Association as well as the National Association for 4-H Agents and served on numerous Extension committees during his career.

On behalf of the university community, the Board of Trustees expresses to the family of Professor Robert H. Groves its deepest sympathy and understanding of their loss. It is directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the Board's heartfelt sympathy.

Dr. Philip W. Murdick

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on August 24, 2013, of Philip W. Murdick, Professor Emeritus in the College of Veterinary Medicine.

Professor Murdick received his undergraduate, Master of Science (1958) and PhD (1964) degrees from The Ohio State University, from where he also received his Doctor of Veterinary Medicine degree in 1952. He joined the faculty in 1956, rose through the ranks, and became a full professor in 1969. In addition, Professor Murdick served for nine years as Chair of the Department of Veterinary Clinical Sciences (VCS), before becoming Associate Dean for Curriculum and Education in 1981 until his retirement in 1988.

Professor Murdick specialized in veterinary reproduction and obstetrics, where his research focused on endocrine physiology of reproduction in livestock, especially horses.

As Chair of VCS, Professor Murdick chartered a course that would focus on the student learning experience as the most important mission and driving force of the department, leading to a student-centric culture that still exists in the College. He was also a key leader in the early 1970s curricular reform in the college that led to the establishment of an innovative team-taught, systems-based core pre-clinical veterinary curriculum.

Professor Murdick was an early pioneer of the comprehensive teaching hospital concept. He systematically expanded the department of VCS by recruiting the first residency-trained, board-certified specialists in several clinical areas. He also presided over the establishment of a world-class residency training program with the acceptance of the first trainees into newly created residency programs in veterinary surgery, internal medicine, ophthalmology, radiology, and anesthesiology.

The first in the College of Veterinary Medicine to recognize the importance of high quality visual media in teaching, research, and publication, Professor Murdick established the first and most comprehensive veterinary biomedical media program in the nation. He also had the vision to help establish the Veterinary Medical Education Resources Office.

Professor Murdick was an early adopter of computer use and led the integration of digital technology into the college, including implementation of computerized class scheduling, computer-graded examinations, and computer-analyzed student evaluations of teaching. He was innovative in using database technology and was ahead of the curve in devising ways to accumulate and analyze data well before the university had any type of information technology support for its faculty and colleges. The College of Veterinary Medicine was among the first on the entire OSU campus to have an advanced word processing system.

On behalf of the university community, the Board of Trustees expresses to the family of Professor Philip W. Murdick its deepest sympathy and sense of understanding of their loss. It is directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the Board's heartfelt sympathy.

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Martin P. Sayers

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on June 17, 2013 of Martin P. Sayers, Professor Emeritus of Neurological Surgery in the College of Medicine.

Professor Sayers grew up in the early years of Upper Arlington. After graduating high school he began his college education at The Ohio State University where he played football and was president of his sophomore class. In the middle of his sophomore year, the United States entered WWII and needed doctors. Professor Sayers enlisted in the U.S. Navy and matriculated in a condensed college/medical school program with OSU. From there he continued to serve on active duty at the U.S. Naval Hospital in Roanoke, Virginia. After the war, Professor Sayers interned at Philadelphia General Hospital, where he participated in the development of and pioneered the surgical insertion of a "shunt" to relieve water pressure on the brain for patients with hydrocephalus.

Following his naval service, Professor Sayers returned to Columbus where he established The Ohio State University College of Medicine Department of Pediatric Neurological Surgery, which he headed until his retirement in 1987. During his time as head of the program he was credited with the introduction of several important procedures in Neurosurgery, particularly in the Pediatric field.

Dr. Sayers served his profession at the highest level. He was a member of the American Association of Neurological Surgeons (Chairman of the Pediatric Section 1973, Matson Lecturer 1989), Congress of Neurological Surgeons (President 1961), Neurosurgical Society of America (President 1983), and of the American Society of Pediatric Neurosurgeons. He served for 28 years as advisor for the Bureau of Crippled Children's Services of the State of Ohio and for 30 years as Consultant for the Easter Seal Crippled Children's Society.

On behalf of the university community, the Board of Trustees expresses to the family of Professor Martin P. Sayers its deepest sympathy and sense of understanding of their loss. It is directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the Board's heartfelt sympathy.

Howard R. Showalter

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on August 24, 2013, of Howard R. Showalter, Professor Emeritus of The Ohio State University Extension Service.

Professor Showalter was born September 2, 1923 in Belmont, Ohio. He completed his Bachelor of Science degree in Agricultural education in 1949, and his master's degree in Agricultural Economics in 1966 from The Ohio State University.

His Extension career in Ohio began on June 1, 1952 as the Associate County Extension Agent in Jefferson County. On February 1, 1955 he became the County Agricultural Agent in Carroll County. On March 16, 1966 he was named Area Extension Agent, Farm Management for the Dover Area Center and on January 1, 1968 he was named Area Extension Agent, Farm Management for the McConnelleville Area Center. He moved to the Wooster Area on September 1, 1970 to become the Area Extension Agent, Farm Management and retired from there on July 31, 1980.

Howard was recognized for his outstanding teaching in estate planning, farm management, income tax management, farm business organization, grain and livestock marketing. He was also an excellent writer and produced numerous informational bulletins, newsletters and news releases. He was a member of and served on many

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committees of several professional organizations. He was awarded the Distinguished Service Award at the National County Agricultural Agents meeting in 1963. Howard was known as a "down to earth" man and was willing to work until the "midnight hour" on many occasions to help farmers.

On behalf of the university community, the Board of Trustees expresses to the family of Professor Howard R. Showalter its deepest sympathy and sense of understanding of their loss. It is directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the Board's heartfelt sympathy.

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**SUPPORT FOR STATE LEGISLATION REGARDING VOTING AND PARTICIPATION PRIVILEGES FOR STUDENT TRUSTEES**

Resolution No. 2014-15

Synopsis: Support for state legislation regarding voting and participation privileges for student trustees.

WHEREAS the Ohio State University understands that the Ohio General Assembly has legislation before it that would allow for student members of public university boards of trustees to have full voting and other participation privileges currently afforded to other trustees; and

WHEREAS the legislation as currently written would allow individual institutions to determine whether they enact this legislation within their own boards; and

WHEREAS the Ohio State University student trustee experience has been that its student trustees have consistently served the people of Ohio exceptionally well through their hard work, thorough preparation, and full engagement in the business of the board; and

WHEREAS Ohio State University's student trustees have consistently represented the best interests of the people of Ohio and the entire university community:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees wishes to express its support for state legislation which would allow student trustees full voting and participation privileges afforded to other University trustees; and

BE IT FURTHER RESOLVED, That the Board of Trustees of The Ohio State University would allow for student trustees to have such voting rights and participation privileges.

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**RATIFICATION OF COMMITTEE APPOINTMENTS 2013-2014**

Resolution No. 2014-16

BE IT RESOLVED, That the Board of Trustees hereby approves that the ratification of committee appointments for 2013-2014 are as follows:

**Academic Affairs and Student Life Committee:**

Jeffrey Wadsworth, Chair  
Janet B. Reid, Vice Chair  
Algenon L. Marbley  
Linda S. Kass

Clark C. Kellogg  
Timothy P. Smucker  
Cheryl L. Krueger  
Brent R. Porteus  
Stacie E. Seger

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Janet Box-Steffensmeier (Faculty Member)  
Robert H. Schottenstein (ex officio)

Larry Moore (Alumni Assn Member)  
**KEITH D. MONDA** (Foundation Brd Member)

**DANIEL J. WAMPLER** (Foundation Brd Member)

Robert H. Schottenstein (ex officio)

**Finance Committee:**

William G. Jurgensen, Chair  
Ronald A. Ratner, Vice Chair  
Alan W. Brass  
Alex Shumate  
Michael J. Gasser  
Benjamin T. Reinke  
G. Gilbert Cloyd  
Corbett A. Price  
Jo Ann Davidson  
Robert H. Schottenstein (ex officio)

**Audit and Compliance Committee:**

Algenon L. Marbley, Chair  
Michael J. Gasser, Vice Chair  
Ronald A. Ratner  
William G. Jurgensen  
Stacie E. Seger  
Lawrence A. Hilsheimer  
Amy Chronis  
Craig S. Morford  
Robert H. Schottenstein (ex officio)

**Advancement Committee**

G. Gilbert Cloyd, Co-Chair  
Linda S. Kass, Co-Chair  
Clark C. Kellogg  
Timothy P. Smucker  
Cheryl L. Krueger  
Brent R. Porteus  
Benjamin T. Reinke  
Corbett A. Price  
John W. Kessler  
Nancy Kramer  
Alan VanderMolen  
Christopher A. Ito (Alumni Assn Member)

**Governance Committee:**

Alex Shumate, Chair  
Timothy P. Smucker, Vice Chair  
Alan W. Brass  
Linda S. Kass  
Janet B. Reid  
Jeffrey Wadsworth  
Benjamin T. Reinke  
G. Gilbert Cloyd  
Robert H. Schottenstein (ex officio)

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**ADOPTION OF THE PRESIDENTIAL PROFILE**

Resolution No. 2014-17

Synopsis: Adoption of the Presidential Profile, is proposed.

WHEREAS the Board of Trustees established and appointed a Presidential Search Committee and charged it with recommending to the Board one or more candidates to be the next President of the University;

WHEREAS the Presidential Search Committee of the Board of Trustees further charged the Advisory Subcommittee to develop a profile of the qualities, skills and characteristics desired in the next President of the University; and

WHEREAS the Advisory Subcommittee, in conjunction with the Board of Trustees, has sought and received input from various community and University constituencies in developing a profile statement; and

WHEREAS the profile statement will be an important element in attracting the very best candidates to seek the Presidency of The Ohio State University; and

WHEREAS the Advisory Subcommittee presented the Profile of the President of The Ohio State University to the Presidential Search Committee and the Presidential Search Committee has recommended to the Board of Trustees its adoption, in the form accompanying this Resolution:

NOW THEREFORE



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BE IT RESOLVED, That the Profile of the President of The Ohio State University, be formally adopted as the embodiment of the essential qualities, skills and characteristics desired in the next President; and

BE IT FURTHER RESOLVED That the Profile so adopted be widely distributed and utilized by the Presidential Search Committee in fulfilling its responsibility of ultimately recommending to the Board of Trustees one or more candidates for the Presidency of the University; and

BE IT FURTHER RESOLVED, That any actions taken by the Presidential Search Committee in furtherance of this Resolution prior to its effective date are hereby ratified and approved.

(See Appendix IX for background information, page 232.)

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**RATIFICATION OF APPOINTMENTS TO THE  
WEXNER MEDICAL CENTER BOARD**

Resolution No. 2014-18

Synopsis: Ratification of appointments to The Ohio State University Wexner Medical Center Board, is proposed.

WHEREAS The Ohio State University Board of Trustees approved the bylaws for the creation of the University Wexner Medical Center Board; and

WHEREAS The University Wexner Medical Center Board bylaws permit the appointment of up to six public members by the Chair of the University Board of Trustees, in consultation with the University President and the Chair of the University Board of Trustees Governance Committee, and ratified by the University Board of Trustees; and

WHEREAS The bylaws further stipulate that the term of the initial public members "shall be staggered, with three year, two year, and one year terms to ensure that no more than one-third of the public members' terms will expire within a given year"; and

WHEREAS the University Wexner Medical Center Board bylaws require the selection of a Chair from among the voting members of the Board and charge the Chair with establishing and leading regular and special meetings, selecting committee chairs for and assigning members to the Board's standing committees, and filling vacancies; and

WHEREAS the Chair of the University Wexner Medical Center Board shall have specific skills and qualifications including, but not limited to, prior experience leading a board and demonstrated experience in business management; and

WHEREAS after consultation with the University President, the Chair of the University Board of Trustees has appointed Leslie H. Wexner as the Chair of the University Wexner Medical Center Board:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby ratifies the appointment of the following public members of the University Wexner Medical Center Board effective November 8, 2013, for the terms specified below:

Stephen D. Steinour, 1<sup>st</sup> term, term ending May 13, 2014  
Leslie H. Wexner, 1<sup>st</sup> term, term ending May 13, 2016  
John F. Wolfe, 1<sup>st</sup> term, term ending May 13, 2015

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BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves that the appointment of each member entitles the members to any immunity, insurance, or indemnity protection to which officers and employees of the University are, or hereafter may become, entitled; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby ratifies the appointment of Leslie H. Wexner as Chair of the University Wexner Medical Center Board for a two-year term, non-renewable.

\*\*\*

## PERSONNEL ACTIONS

Resolution No. 2014-19

BE IT RESOLVED, That the Board of Trustees hereby approves the personnel actions as recorded in the Personnel Budget Records of the University since the August 30, 2013, meeting of the Board, including the following Appointments, Reappointments, Appointment/Reappointment of Chairpersons, Faculty Professional Leaves, Emeritus Titles, Promotions, Tenure and Reappointments.

### Appointments

Name: CHRISTOPHER M. CULLEY  
Title: Senior Vice President and General Counsel  
Office: Legal Affairs  
Term: April 1, 2013 through March 31, 2016  
Title: Senior Advisor to the President  
Office: Office of the President  
Effective: October 21, 2013

Name: MICHAEL J. EARLEY  
Title: Professor-Clinical (The Vision Service Plan (VSP) Chair for the Advancement of Professional Practice)  
College: Optometry  
Term: September 1, 2013 through August 31, 2018

Name: PETER J. MOHLER  
Title: Professor (William D. and Jacquelyn L. Wells Chair at the Dorothy M. Davis Heart and Lung Research Institute)  
College: Medicine  
Term: June 1, 2013 through May 31, 2017

Name: MUTHU PERIASAMY  
Title: Professor (Fred A. Hitchcock Professorship in Environmental Physiology)  
College: Medicine  
Term: July 1, 2013 through June 30, 2017

Name: JOHN L. VOLAKIS  
Title: Professor (The Roy and Lois Chope Chair in Engineering)  
College: Engineering  
Term: July 1, 2013 through June 30, 2018

Name: KARLA S. ZADNIK  
Title: Dean  
College: Optometry  
Term: June 1, 2014 through June 30, 2019

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Reappointments

Name: JAVAUNE M. ADAMS-GASTON  
Title: Vice President  
Office: Student Life  
Term: January 1, 2014 through December 31, 2018

Name: LIANG-SHIH FAN  
Title: Professor (The C. John Easton Professorship in Engineering)  
College: Engineering  
Term: July 1, 2013 through June 30, 2018

Name: MICHELLE L. JONES  
Title: Associate Professor (The D.C. Kiplinger Chair in Floriculture)  
College: Food, Agricultural, and Environmental Sciences  
Term: October 1, 2013 through September 30, 2018

Name: LAURENCE V. MADDEN  
Title: Professor (The Professorship in Plant Protection)  
College: Food, Agricultural, and Environmental Sciences  
Term: October 1, 2013 through September 30, 2018

(See Appendix X for background information, page 242.)

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**DEGREES AND CERTIFICATES**

Resolution No. 2014-20

Synopsis: Approval of Degrees and Certificates for autumn semester, is proposed.

WHEREAS pursuant to paragraph (E) of rule 3335-1-06 of the Administrative Code, the Board has authority for the issuance of degrees and certificates; and

WHEREAS the faculties of the colleges and schools shall transmit, in accordance with rule 3335-9-29 of the Administrative Code, for approval by the Board of Trustees, the names of persons who have completed degree and certificate requirements:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the degrees and certificates to be conferred on December 15, 2013, to those persons who have completed the requirements for their respective degrees and certificates and are recommended by the colleges and schools, and that the names of those persons awarded degrees and certificates be included in the minutes of this meeting.

(See Appendix XI for background information, page 244.)

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**HONORARY DEGREE**

Resolution No. 2014-21

Synopsis: The awarding of an honorary degree is recommended for approval.

WHEREAS the Committee on Honorary Degrees and the University Senate, pursuant to rule 3335-5-488 of the Administrative Code, have approved for recommendation to the Board of Trustees the awarding of an honorary degree as listed below:

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Barry Bloom

Doctor of Science

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the above honorary degree be awarded in accordance with the recommendation at a time convenient to the University and the recipient.

(See Appendix XII for background information, page 297.)

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**APPROVAL TO CHANGE THE NAME OF THE DEPARTMENT OF  
PSYCHIATRY TO THE DEPARTMENT OF PSYCHIATRY AND  
BEHAVIORAL HEALTH IN THE COLLEGE OF MEDICINE**

Resolution No. 2014-22

Synopsis: Approval to change the name of the Department of Psychiatry to the Department of Psychiatry and Behavioral Health in the College of Medicine, is proposed.

WHEREAS the Department of Psychiatry is inter-professional in nature and includes psychiatrists and other professionals, therefore the new title better reflects the composition of the faculty, and acknowledges the branch of medicine (psychiatry) being taught/practiced; and

WHEREAS the departments hospital service line is OSU Harding Behavioral Health and so the new hospital/department name aligns with the service line title; and

WHEREAS a national survey of departments reveals widespread use of the word "behavior" in some format; and

WHEREAS the proposal was approved by the College of Medicine, and has received concurrence from related academic units; and

WHEREAS the proposal was reviewed and approved by the Council on Academic Affairs at its meeting on September 18, 2013; and

WHEREAS the proposal was reviewed and approved by the University Senate at its meeting on October 3, 2013;

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the proposal to change the name of the Department of Psychiatry to the Department of Psychiatry and Behavioral Health in the College of Medicine.

\*\*\*

**APPROVAL TO ESTABLISH THE CENTER FOR REGENERATIVE  
MEDICINE AND CELL-BASED THERAPIES IN THE COLLEGE OF MEDICINE**

Resolution No. 2014-23

Synopsis: Approval to establish the Center for Regenerative Medicine and Cell-Based Therapies in the College of Medicine, is proposed.

WHEREAS in response to aging and disease that lead to tissue and organ failure, regenerative medicine is the process of creating living, functional tissues to repair or replace this lost function; and

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WHEREAS at The Ohio State University this field is currently fragmented across multiple programs, departments, and colleges, with no one unifying approach, and the University is significantly behind nationally and internationally in this field; and

WHEREAS a Center for Regenerative Medicine and Cell-Based Therapies will create an inter-college forum for faculty and students to participate and collaborate in this field of study; and the 117 faculty currently with membership come from seven different colleges; and

WHEREAS the proposed structure will be organized around four key priority areas: cell-based therapies; imaging; tissue engineering; and wound healing; and will take advantage of five differentiators that this University offers: access to large animal surgical expertise and facilities, and naturally occurring models of disease at the College of Veterinary Medicine; the Wright Center for Imaging; a rapidly expanding comprehensive Wound Center; proximity and partnership with Battelle Memorial Institute; and unique strengths in the Colleges of Engineering, Dentistry, and Arts and Sciences; and

WHEREAS the proposal fulfills the guidelines for the establishment and review of centers/institutes, including a strong rationale, an appropriate organizational structure for implementation, and the initial resources for its implementation and continuation; and

WHEREAS following a review by a subcommittee that included members of the University Research Council, the proposal was reviewed and approved by the Council on Academic Affairs at its meeting on June 19, 2013; and

WHEREAS the proposal was reviewed and approved by the University Senate at its meeting on October 3, 2013:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the proposal to establish the Center for Regenerative Medicine and Cell-Based Therapies in the College of Medicine.

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**APPROVAL TO ESTABLISH A DOCTOR OF EDUCATION (EdD), KINESIOLOGY PROGRAM IN THE COLLEGE OF EDUCATION AND HUMAN ECOLOGY**

Resolution No. 2014-24

Synopsis: Approval to establish a Doctor of Education (EdD), Kinesiology program in the College of Education and Human Ecology, is proposed.

WHEREAS in response to a 2010-11 call from the dean of the College of Education and Human Ecology to review academic programs in the context of restructuring, with regard to both program affiliation and semester conversion; and the review should be done in light of national trends and evidence based practices; and

WHEREAS research on Physical Education Teacher Education reveals that the demand for teacher educators exceeds supply because the PhD, with its strong focus on conducting research, does not provide sufficient time in the curriculum for students to acquire the necessary knowledge and experience to be an effective teacher educator; and

WHEREAS the University's Graduate School, in 2008, as part of its institution-wide review of doctoral programs, strongly suggested that the EdD be considered the appropriate degree for teaching-oriented doctoral students; and this new degree will replace the long-established PhD with its Physical Education specialization, and run parallel with the new PhD program with its research-intensive orientation; and

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WHEREAS the program will be housed in the kinesiology unit of the Department of Human Sciences; goals for the program have been established; the curriculum has been developed and outlined in detail; prospective enrollments have been projected; no additional facilities or staff are required; and there are no projected additional costs; and

WHEREAS the proposal was reviewed in detail and approved by the Graduate School Curriculum Committee, and then by the Graduate Council; and

WHEREAS the proposal was reviewed and approved by the Council on Academic Affairs at its meeting on June 19, 2013; and

WHEREAS the proposal was reviewed and approved by the University Senate at its meeting on October 3, 2013:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the proposal to establish the Doctor of Education (EdD), Kinesiology in the College of Education and Human Ecology.

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**APPROVAL TO ESTABLISH A MASTER OF APPLIED CLINICAL  
AND PRECLINICAL RESEARCH DEGREE PROGRAM IN THE  
COLLEGES OF NURSING, PHARMACY, AND MEDICINE**

Resolution No. 2014-25

Synopsis: Approval to establish a Master of Applied Clinical and Preclinical Research Degree Program in the Colleges of Nursing, Pharmacy, and Medicine, is proposed.

WHEREAS this online program will educate graduates to be successful managers, regulators, and research team members involved in both clinical and preclinical research; and

WHEREAS its specializations: clinical research management, regulatory affairs, safety pharmacology, and clinical pharmacology, will prepare highly qualified research professionals for numerous research careers in healthcare, the pharmaceutical industry, and government regulatory agencies; and

WHEREAS the proposal represents a strong collaborative, cross-college effort by the Colleges of Nursing, Pharmacy, and Medicine; and

WHEREAS the proposal was reviewed by the Office of Distance Education and eLearning, meeting the standards for distance education at the University; and

WHEREAS the proposal was reviewed and approved by the Graduate School on July 12, 2013; and

WHEREAS the proposal was reviewed and approved by the Council on Academic Affairs at its meeting on September 18, 2013; and

WHEREAS the proposal was reviewed and approved by the University Senate at its meeting on October 3, 2013:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the proposal to establish the Master of Applied Clinical and Preclinical Research Degree Program in the Colleges of Nursing, Pharmacy, and Medicine.

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**AMENDMENT OF APPOINTING AUTHORITY AND DELEGATION  
OF AUTHORITY FOR THE ADMINISTRATION OF CLASSIFIED  
CIVIL SERVICE STAFF AND COLLECTIVE BARGAINING**

Resolution No. 2014-26

Synopsis: Authorization to amend the designation of the Vice President for Human Resources as the University's Appointing Authority for all personnel issues related to the University's Classified Civil Service staff and law enforcement officers and/or peace officers, is proposed.

WHEREAS Resolution 2011-69, adopted by the Board of Trustees in April 2011, designates the Vice President for Human Resources as the University's Appointing Authority for classified civil service staff and collective bargaining; and

WHEREAS in accordance with Section 124.14(F) of the Ohio Revised Code, the Board of Trustees shall carry out all matters of governance involving the officers and employees of the University, including employees in the Classified Civil Service; and

WHEREAS the Board of Trustees desires to make clear its delegation of authority to the highest administrative official directly overseeing the Office of Human Resources of all rights, powers, and authority as the University's Appointing Authority, to include any and all authority required for the administration of our Classified Civil Service staff and collective bargaining, and to allow the highest administrative official directly overseeing the Office of Human Resources to further delegate all such authority to the senior staff of the Office of Human Resources:

NOW THEREFORE

BE IT RESOLVED, That upon the recommendation of the President, and pursuant to Chapter 3335 of the Ohio Revised Code, the Board of Trustees hereby delegates and assigns the highest administrative official directly overseeing the Office of Human Resources to be the University's Appointing Authority for Classified Civil Service staff in accordance with the *University Rules for the Classified Civil Service* and the applicable portions of Chapter 124 of the Ohio Revised Code and University law enforcement officers and/or peace officers in accordance with Chapters 109 and 3345 of the Ohio Revised Code; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby delegates and assigns to the University's Appointing Authority full authorization, pursuant to Chapter 4117 of the Ohio Revised Code, to negotiate, ratify, fund, and otherwise administer any and all collective bargaining agreements on behalf of the University; and

BE IT FURTHER RESOLVED, That the highest administrative official directly overseeing the Office of Human Resources may further delegate the Appointing Authority for University Classified Civil Service staff and law enforcement officers and/or peace officers to the senior staff of the Office of Human Resources; and

BE IT FURTHER RESOLVED, That the highest administrative official directly overseeing the Office of Human Resources shall report to the Board of Trustees from time to time, as the highest administrative official directly overseeing the Office of Human Resources deems appropriate or as the Board requests, on actions taken pursuant to this resolution, effective immediately.

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## UNIVERSITY FOUNDATION REPORT

Resolution No. 2014-27

Synopsis: Approval of the University Foundation Report as of September 30, 2013, is proposed.

WHEREAS monies are solicited and received on behalf of the University from alumni, industry, and various individuals in support of research, instructional activities, and service; and

WHEREAS such gifts are received through The Ohio State University Development Fund and The Ohio State University Foundation; and

WHEREAS this report includes the establishment of The Sylvan G. Frank Chair Fund in Pharmaceuticals and Drug Delivery Systems and The Mildred "Migg" Caulkins Urban Visiting Faculty Endowment Fund, the establishment of 14 (fourteen) named endowed funds; the revision of six (6) named endowed funds; and the closure of two (2) funds:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves The Ohio State University Foundation Report as of September 30, 2013.

(See Appendix XIII for background information, page 298.)

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## NAMING OF MULTIPLE SPACES

Resolution No. 2014-28

Synopsis: Approval for the naming of rooms A100 and A110 in the Physical Activities & Education Services (PAES) building, located at 305 West 17<sup>th</sup> Avenue in the College of Education and Human Ecology (EHE) on the Columbus campus, as The Joan E. Gritzmacher Student Service Center (A100) and the Flo Tooke Student Computer Lab (A110), is proposed.

WHEREAS the EHE undergraduate student service center located in room A100 in the PAES building provides academic counseling from orientation to graduation for thousands of students, helping them identify their educational goals and create academic plans consistent with their goals; and

WHEREAS an EHE student computer lab located in room A110 in the PAES building is equipped with Windows and Macintosh computers, a variety of peripheral equipment, and software for word processing, desktop publishing, spreadsheet usage, e-mailing, and web browsing, to ensure that EHE students have access to technologies for course work that requires current computer hardware and software, and internet access; and

WHEREAS Flo Tooke has provided significant contributions to EHE to establish endowed funds to provide permanent funding sources for the college including: *The Flo Tooke Endowed Fund for Family and Consumer Sciences Education Program*, *The Joan E. Gritzmacher Endowed Fund for Family and Consumer Sciences Education Scholarship*, *The Joan E. Gritzmacher Endowed Fund for Family and Consumer Sciences Education*, *The Joan E. Gritzmacher Student Services Center Endowed Fund*, and *The Flo Tooke Student Computer Lab Endowed Fund*.

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves in accordance with paragraph (F) of rule 3335-1-08 of the Administrative Code, that the aforementioned



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rooms, A100 and A110, in the PAES building shall be named The Joan E. Gritzmacher Student Service Center (A100) and The Flo Tooke Student Computer Lab (A110).

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### **ADOPTION OF A NEW NAMING POLICY**

Resolution No. 2014-29

Synopsis: Adoption of a new naming policy in its entirety, is proposed.

WHEREAS academic entities and physical spaces shall be named by the Board of Trustees following recommendations submitted by the President and the President's Cabinet; and

WHEREAS it is desirable to specify the procedures by which naming requests are submitted for consideration; and

WHEREAS the naming procedures will be more systematic and inclusive of the views of the University community; and

WHEREAS the President, the President's Cabinet, the Senior Vice President for Advancement, the Gift Acceptance Committee, and other involved groups have reviewed and approved the attached naming policy:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the procedures for submitting and processing naming requests as described in the attached document as of November 8, 2013.

(See Appendix XIV for background information, page 324.)

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### **AUTHORIZATION FOR ESTABLISHMENT OF A NEW UNIVERSITY AFFILIATE: THE AMERICAN LIGHTWEIGHT MATERIALS MANUFACTURING INNOVATION INSTITUTE, A MICHIGAN NOT FOR PROFIT CORPORATION**

Resolution No. 2014-30

Synopsis: Authorization to establish a new affiliate to facilitate The Ohio State University's participation in the American Lightweight Materials Manufacturing Innovation Initiative (ALMMII), a US Navy competitive procurement aligned with the National Network for Manufacturing Innovation, is proposed.

WHEREAS The Ohio State University has teamed with Edison Welding Institute (EWI) and the University of Michigan (UM) to pursue this contract and to serve as the Founding Members of ALMMII; and

WHEREAS The Navy contract is worth \$70 million over five years, with a minimum 1:1 match requirement. The Navy also requires that an independent not-for-profit operate this unique government/industry/university collaboration; and

WHEREAS In addition to Ohio State, UM and EWI, the ALMMII Team includes 45 firms, 17 non-industry members and key support from the states of Ohio and Michigan. The ALMMII Team's proposal was submitted to the Office of Naval Research on October 20, 2013; and

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WHEREAS Ohio State, UM, EWI will have seats on the ALMMII Board of Directors and will take the lead in nominating members to the Board. Former Secretary of the Navy, Donald Winter, has agreed to serve as the Chair of the ALMMII Board of Directors; and

WHEREAS the Board of Trustees adopted the Policy on Affiliated Entities in June 2008 to provide a uniform framework for the establishment and operation of separate entities that are closely affiliated with The Ohio State University (hereinafter "Ohio State" and/or "University"), ensure that such entities serve the best interests of the University, and provide for continuing appropriate oversight by the University and the Board; and

WHEREAS the President and the Provost have recommended that a new affiliate, ALMMII, a Michigan not for profit corporation, as more fully described in the accompanying materials, be established to accomplish the following project objectives: (1) ensure world leadership in the application of innovative lightweight metal production to government and commercial applications, (2) provide the Office of Naval Research with a collaborative partner able to advance the design, validation, and application of such materials to quick reaction projects as well as leap ahead innovations, (3) further enhance the national recognition of Ohio State, EWI, and the University of Michigan for advanced manufacturing, and (4) educate the workforce of the future in lightweight materials:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby authorizes the establishment of the affiliated entity, ALMMII, and authorizes and directs the President and/or Senior Vice President for Business and Finance, in consultation with other University officials as appropriate, to perform such actions and execute such documents as may be necessary or desirable to effect the establishment of this entity; and

BE IT FURTHER RESOLVED, That in accordance with the Policy on Affiliated Entities, the Dean of the College of Engineering is hereby designated as the senior University official charged with oversight of this entity and that ALMMII shall report periodically to the University and Board of Trustees through the designated senior oversight official; and

BE IT FURTHER RESOLVED, That the relationship between the University and ALMMII shall be memorialized through a memorandum of agreement and that the entity shall operate in accordance with the Policy on Affiliated Entities, the memorandum of agreement, and the entity's approved business plan; and

BE IT FURTHER RESOLVED, That as appropriate and as directed, Trustees, officers, and employees of The Ohio State University are hereby authorized, designated, and directed to serve as directors, managers, officers, employees, and agents of ALMMII, representing the University in such capacities as part of their official duties and responsibilities to the University and entitling them to any immunity, insurance, indemnity, and representation to which Trustees, officers, and employees of the University now are, or hereafter may become, entitled.

(See Appendix XV for background information, page 329.)

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**ACCEPTANCE OF GIFT OF REAL PROPERTY AND  
APPROVAL OF SALE OF REAL PROPERTY**

Resolution No. 2014-31

**387+/- ACRES OF UNIMPROVED LAND  
Pickaway County, Ohio**

November 8, 2013 meeting, Board of Trustees

Synopsis: Authorization to accept the gift of approximately 387 acres of unimproved real property in Pickaway County, Ohio and to negotiate the sale of property under terms and conditions acceptable to the University, is proposed.

WHEREAS the gift originated in the estate of Arthur Winfough, Jr. and has been gifted to the College of Food, Agricultural, and Environmental Sciences of The Ohio State University in memorial of Arthur Winfough, Jr.; and

WHEREAS this property has been appraised at values of \$2,600,000 and the appropriate University offices have determined that acceptance of this gift, and immediate sale is in the best interest of the University; and

WHEREAS proceeds from the sale will be used for an endowed scholarship for Pickaway County, support for Extension and 4-H programming, and to support planning for and construction of new facilities and/or renovation of existing facilities for the College of Food, Agricultural, and Environmental Sciences:

NOW THEREFORE

BE IT RESOLVED, That this property be accepted as a gift to The Ohio State University from the estate of Arthur Winfough, Jr., and that the President and/or Senior Vice President for Business and Finance be authorized to acquire title to this property in the name of the Board of Trustees of The Ohio State University, upon such terms and conditions deemed to be in the best interest of the University; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves that the President and/or Senior Vice President for Business and Finance be authorized to sell property containing approximately 387 acres, located in Pickaway County, Ohio, upon such terms and conditions deemed to be in the best interest of the University.

(See Appendix XVI for background information, page 336.)

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## **SALE OF REAL ESTATE**

Resolution No. 2014-32

### **Harding Hospital Property, 45.393 Acres 445 East Dublin Granville Road, Worthington, Ohio**

Synopsis: Authorization to sell property owned by the State of Ohio for the benefit of The Ohio State University, consisting of approximately 45.393 acres located at 445 East Dublin Granville Road, Worthington, Ohio, is proposed.

WHEREAS this property was acquired when the Harding Hospital was integrated into The Ohio State University Medical Center; and

WHEREAS having been declared excess to the University's immediate and long-term needs and no longer serving the mission of The Ohio State University Wexner Medical Center, the property is considered a disposable asset; and

WHEREAS the appropriate University offices have determined that the sale of this property is in the best interest of the University; and

WHEREAS Step by Step Academy, Inc., an Ohio not-for-profit corporation, a treatment center for children with Autism Spectrum Disorder (ASD) has presented a purchase contact expressing interest in approximately 45.393 acres for a purchase price of \$4,500,000; and

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WHEREAS legislation will be introduced to authorize the Governor to execute any necessary deeds to convey title to the property from the State of Ohio:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the President and/or Senior Vice President for Business and Finance be authorized to sell property containing approximately 45.393 acres, located at 445 East Dublin Granville Road, Worthington, Ohio, upon such terms and conditions deemed to be in the best interest of the University.

(See Appendix XVII for background information, page 338.)

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**AUTHORIZATION TO ENTER INTO PROFESSIONAL SERVICES CONTRACTS AND CONSTRUCTION CONTRACTS**

Resolution No. 2014-33

Comprehensive Transportation and Parking Plan  
Wilce – Addition and Renovation

Synopsis: Authorization to enter into professional services contacts and construction contracts, as detailed in the attached materials, is proposed.

WHEREAS in accordance with the attached materials, the University desires to undertake and enter into professional services contracts and construction contracts for the following projects:

	Prof. Serv.	Const.	Total Project	
Comprehensive Transportation and Parking Plan	\$0.29M		\$0.29M	General Funds
Wilce – Addition and Renovation	\$0.9M	\$6.6M	\$7.5M	Auxiliary funds

NOW THEREFORE

BE IT RESOLVED That the Board of Trustees hereby approves that the President and/or Senior Vice President for Administration and Planning be authorized to enter into professional services contracts and construction contracts for the projects listed above in accordance with established University and State of Ohio procedures, with all actions to be reported to the Board at the appropriate time.

(See Appendix XVIII for background information, page 340.)

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**EASEMENT**

Resolution No. 2014-34

COUNTY OF MARION AND THE OHIO DEPARTMENT OF TRANSPORTATION,  
COUNTY ROAD 221 EXTENSION, MARION, OHIO 43302

Synopsis: Authorization to grant easements to the County of Marion and the Director of Transportation of the Ohio Department of Transportation for the extension of County

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Road 221 (University Drive) along the western side of the Marion Campus of The Ohio State University, is proposed.

WHEREAS this project will extend County Road 221 along the length of the campus boundary and provide a new entrance to the Marion campus of The Ohio State University; and

WHEREAS this project will require roadway and temporary construction easements be granted along the length of the campus boundary to the County of Marion and the Director of Transportation of the Ohio Department of Transportation as follows:

- Perpetual roadway easement to the County of Marion of approximately 4.113 acres
- Temporary construction easement to the County of Marion of approximately 14.223 acres
- Perpetual roadway easement to the Director of Transportation of the Ohio Department of Transportation of approximately 0.952 acres; and

WHEREAS in exchange for providing the necessary land for the extension project, the University will receive a new campus entrance drive with appropriate traffic control and signals, roadway storm drainage, signage, and landscaping. In addition the project will construct a multi-purpose pathway with pedestrian lighting along the east side of the new road extension; and

WHEREAS this project was presented and approved by the Board of Trustees in June 2013 (Resolution 2013-112) at which time the Ohio Department of Transportation and the County of Marion intended to construct certain components of the project and only approximate easement acreages were known for the required easements.

WHEREAS as the project planning progressed, the responsibility for the construction and installation of the project components changed, and the acreage amounts for the respective easements changed from those previously presented to the Board. Due to the changes in the project, Physical Planning and Real Estate seeks adoption of this new resolution by the Board:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the President and/or Senior Vice President for Business and Finance be authorized to approve and the Ohio Department of Administrative Services be authorized to process appropriate documents and grant easements to the County of Marion and the Ohio Department of Transportation upon such terms and conditions as are in the best interests of the University.

(See Appendix XIX for background information, page 342.)

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Mr. Schottenstein:

Thank you Joe. May I have a motion please?

Upon motion of Mr. Jurgensen, seconded by Mr. Gasser, the Board of Trustees adopted the foregoing resolutions with fourteen affirmative votes, cast by Trustees Mr. Porteus, Mr. Gasser, Ms. Krueger, Mr. Shumate, Mr. Smucker, Mr. Kellogg, Dr. Wadsworth, Mr. Jurgensen, Dr. Reid, Mrs. Kass, Judge Marbley, Mr. Ratner, Mr. Brass, and Mr. Schottenstein.

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Mr. Schottenstein:

Before we adjourn, are there any other comments or things that any of the other trustees would like to bring up. If not, this meeting is adjourned. Our next meeting will take place on Friday, January 31, 2014.

In the meantime, Go Bucks!

Attest:

Robert H. Schottenstein  
Chairman

Blake Thompson  
Interim Secretary

(APPENDIX VII)

**AMENDMENTS TO THE RULES OF THE UNIVERSITY FACULTY**

~~3335-8-16 Cancellation of elective courses.~~

~~As promptly as possible and appropriate, the office of the university registrar shall report to the dean of the college or director of the school having charge of the department or program concerned all elementary elective courses (those numbered below 300) in which fewer than twelve students are enrolled and all elective advanced undergraduate courses (those numbered 300 and above) in which fewer than eight students are enrolled. The dean or director shall cancel every such course unless the department or program can show adequate reason why it should be given. When such a course is cancelled, the dean or director shall notify the office of the university registrar, who shall insert in the official bulletin a notice of its cancellation. (B/T 7/9/2004, B/T 6/7/2005)~~

3335-8-16 Cancellation of courses.

(A) The chair of a department or director of an instructional unit, in consultation with the dean of the college and with timely notification, may cancel any course that has not enrolled sufficient numbers of students to warrant its offering. That number of students should usually be less than fifteen, but courses enrolling fewer than fifteen may be offered if sufficient resources and programmatic justifications exist. When such a course is cancelled, the dean or director shall notify the office of the university registrar who shall promptly inform all enrolled students and insert notice of its cancellation in the master schedule.

(B) The university registrar will monitor the frequency of course offerings, identify those that have not been offered for three consecutive years, and inform the dean of the appropriate college. The dean and the chair or director of the relevant instructional unit will decide whether to remove that course from the course bulletin prior to the next academic year.

~~3335-8-17 Regulations for the control of course offerings.~~

~~(A) The regulations applicable to classes in the 000, 100, and 200 groups are:~~

~~(1) A course offered only once during the three quarters of the regular academic year which has failed to secure an average enrollment of fifteen for the last two times it was given shall be withdrawn from the catalogue or limited to alternate years.~~

~~(2) A course offered during two quarters of the regular academic year which has failed during the preceding year to secure a total enrollment of forty shall be offered during one quarter only.~~

~~(3) A course offered during three quarters of the regular academic year which has failed during the preceding year to secure a total enrollment of seventy-five shall be withdrawn for one quarter, and, if the total enrollment is less than forty, it shall be withdrawn for two quarters.~~

~~(4) If an elective course during a current quarter fails to secure an enrollment of twelve, it shall be withdrawn for that quarter despite the fact that its record of enrollment during the preceding year permits its listing under paragraph (A)(1), (A)(2), or (A)(3) of this rule. (See rule 3335-8-16 of the Administrative Code.)~~

~~(B) The regulations applicable to classes in the 300, 400, 500, 600, and 700 groups are:~~

~~(1) A course offered only once during the three quarters of the regular academic year which has failed to secure an average enrollment of ten for the last two times it was given shall be withdrawn from the catalogue or limited to alternate years.~~

~~(2) A course offered during two quarters of the regular academic year which has failed during the preceding year to secure a total enrollment of twenty-five shall be offered during one quarter only.~~

~~(3) A course offered during three quarters of the regular academic year which has failed during the preceding year to secure a total enrollment of forty-five shall be withdrawn for one quarter, and if the total enrollment is less than twenty-five, it shall be withdrawn for two quarters.~~

~~(4) If an elective course during a current quarter fails to secure an enrollment of eight, it shall be withdrawn for that quarter despite the fact that its record of enrollment permits its listing under paragraph (A)(1), (A)(2), or (A)(3) of this rule. (See rule 3335-8-16 of the Administrative Code.)~~

~~(C) A course withdrawn or suspended under these rules may be restored by following the procedure for introduction of new courses.~~

~~(D) This rule does not apply to minor and major research problem courses, to honors courses, or to courses in which special types of instruction or equipment, or limited laboratory facilities, require that, without reference to expense, classes be smaller than those provided for by this rule. All exceptions of these types must be authorized by the council on academic affairs each year. (E) Courses for which there is inherently a limited demand, but which are essential to the university's program, may be exempted from these regulations, in whole or in part, by the council on academic affairs. Each such course shall be considered annually upon its individual merits.~~

~~(F) The graduate professional colleges may formulate rules to govern the control of their course offerings, subject to the approval of the council on academic affairs. (B/T 7/9/2004)~~

~~3335-8-18 Standards for number of class sections.~~

~~The standards to be applied to the formation of class sections in a course are:~~

~~(A) When the registration in a course for a particular quarter is less than twenty-five students, it shall be taught in one section only.~~

~~(B) When the registration in a course for a particular quarter is less than fifty and more than twenty-five students, it shall be taught in not more than two sections.~~

~~(C) When the registration in a course for a particular quarter exceeds fifty students, the sections into which it is divided must be so formed that no section has less than twenty students.~~

~~(D) Where specialized methods of instruction are employed or where there are peculiar difficulties in student schedules, the application of these rules may be modified by the chair of the department and the dean of the college or the director of the school upon approval of the executive vice president and provost.~~

~~(E) The graduate professional colleges may formulate rules to govern the formation of class sections, subject to the approval of the council on academic affairs. (B/T 4/4/97, B/T 12/4/98, B/T 7/9/2004)~~



(APPENDIX VIII)

**The Ohio State University Wexner Medical Center Board**

**Chapter 3335-93**

**3335-93-01 The Ohio State University Wexner Medical Center Board.**

- (A) The Ohio State University Wexner Medical Center Board (“University Wexner Medical Center Board”) shall be the governing body responsible to the Ohio State University Board of Trustees (“University Board of Trustees”) for operation, oversight, and coordination of the Ohio State University Wexner Medical Center consisting of the Ohio State University Hospital, Ohio State University Hospital East, Ohio State James Cancer Hospital and Solove Research Institute (“The James”), Ohio State Richard M. Ross Heart Hospital, OSU Harding Hospital, Ohio State University Rehabilitation Services at Dodd Hall; and other such clinical health care enterprises, including without limitation to ambulatory health care facilities, clinics, the faculty group practice, primary and specialty practices, University Wexner Medical Center Signature Programs, and clinical laboratories. The University Wexner Medical Center Board shall be responsible for the development and strategic allocation of resources, planning and delivery of medical services, and such other powers and duties as detailed in rule 3335-93-02 of the Administrative Code, subject to the ultimate authority of the University Board of Trustees.
- (B) The University Wexner Medical Center Board shall be composed of up to fifteen voting members:
- (1) Up to five members of the University Board of Trustees appointed annually by the Chair of the University Board of Trustees and ratified by the University Board of Trustees;
  - (2) Up to six public members appointed by the Chair of the University Board of Trustees in consultation with the University President and the Chair of the University Board of Trustees Governance Committee and ratified by the University Board of Trustees; and
  - (3) Four ex-officio voting members consisting of:
    - a. The Chair of the University Board of Trustees;
    - b. The University President;
    - c. The Senior Vice President for Health Sciences; and
    - d. The University Chief Financial Officer.
- (C) The University Wexner Medical Center Board shall also include the following ex-officio nonvoting members:
- (1) The Dean of the College of Medicine;
  - (2) The Chief Executive Officer of the University Faculty Group Practice; and,
  - (3) One Chief Executive Officer or Executive Director of an Ohio State University Wexner Medical Center hospital on a rotating basis, for a two-year term, appointed by the Chair of the University Board of Trustees and ratified by the University Board of Trustees.

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- (D) The selection criteria for public members shall ensure that the University Wexner Medical Center Board membership will include persons with a broad array of skill sets, perspectives, backgrounds, including knowledge in health care delivery, sophisticated business expertise, prior board service, and/or persons who can assist the medical center in its outreach to and relationships with the public, communities, and patients served, and governmental entities to ensure optimal operations and advancement of the University Wexner Medical Center's strategic mission, vision, and goals. Membership shall be national in scope and the selection processes shall incorporate the diversity policies of the University.
- (E) The term of office for public members shall be three years, except that the terms of the initial members shall be staggered, with three year, two year, and one year terms to ensure that no more than one-third of the public members' terms will expire within a given year. No public member shall serve more than two consecutive terms and/or six consecutive years.

### **3335-93-02 Powers and duties.**

The University Board of Trustees retains its ultimate sovereign power and authority over and fiduciary responsibility for ~~the determination of policy for fiscal health, personnel policies, and the definition of the mission for the all aspects of the mission and operations of the~~ University Wexner Medical Center, Health Sciences colleges, and clinical health care enterprises.

Under the ultimate authority of the University Board of Trustees and consistent with Ohio law, the University Board of Trustees authorizes and designates the University Wexner Medical Center Board to act as the a governing body on behalf of the University for certain quality and patient care matters, ~~including, but not limited to, licensing, accreditation, compliance, quality of medical services and related purposes~~ for all of the hospitals and clinics of the University. In accordance with that ~~authority and~~ responsibility, and as authorized by the University Board of Trustees, and within the University Board of Trustees-~~defined and~~ approved guidelines, the University Wexner Medical Center Board will be responsible for the following:

- (A) Assuring the quality of patient care throughout the University Wexner Medical Center, including the planning and delivery of patient services and formation of quality assessments, improvement mechanisms and monitoring the achievement of quality standards and patient safety goals;
- (B) Oversight of the accreditation and licensure process; and
- (C) Approval of clinical privileging forms, medical and dental staff appointments, clinical privileges, medical staff operations, including the approval, adoption, and amendment of medical staff bylaws and rules and regulations, and the conducting of peer review and professional review actions for medical staff and credentialed providers within University Board of Trustees-defined and approved parameters.
- ~~(D.)—Monitoring and assisting the University Wexner Medical Center in its relationships with the public, affected communities, governmental entities, and public and private organizations.~~

Any action taken by the Board pursuant to the powers and duties as defined in Section 3335-93-02(A) through (C) shall be taken only by the voting, non-public members and approved by majority vote thereof.

In addition, in accordance with that authority and responsibility authorized by the University Board of Trustees, and consistent with Ohio law, the University Wexner Medical Center Board also shall serve in a consultative role and shall be responsible for, subject to the review and approval of the University Board of Trustees, the following:

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- (D) ~~The Making recommendations to the University Board of Trustees, University President, and Senior Vice President for Health Sciences regarding the development and strategic allocations of resources of the University Wexner Medical Center, including operations, fiscal health, space and facilities management and utilization, personnel, safety and security, and technology as approved or adopted by the University Board of Trustees, and making recommendations to the University Board of Trustees, University President, and Senior Vice President for Health Sciences;~~
- (E) Oversight ~~and management~~ of extramural affiliations, partnerships, operating agreements, and strategic business opportunities as approved by the University Board of Trustees, with regard to the University Wexner Medical Center and its affiliated entities;
- (F) Upon recommendation by the medical staff of university hospitals or the medical staff of The James, approval of medical staff bylaws amendments and recommendation thereof to the University Board of Trustees;
- (G) ~~Approval~~ Making recommendations for approval to the University Board of Trustees of the purpose and governance documents of any organization established as an auxiliary service organization to the University Wexner Medical Center;
- (H) Monitoring and assisting the University Wexner Medical Center in its relationships with the public, affected communities, governmental entities, and public and private organizations;
- (I) Monitoring the University Wexner Medical Center integrity and compliance programs as adopted by the University Board of Trustees; and
- (J) Reviewing strategic plans, capital and operating budgets of the University Wexner Medical Center, and making recommendations for approval to the University Board of Trustees, University President, and Senior Vice President for Health Sciences.

Subject to the ultimate authority of the University Board of Trustees, the University Wexner Medical Center Board will serve in an advisory role to the University Board of Trustees, University President, and Senior Vice President for Health Sciences, with regard to the following areas of operation of the University Wexner Medical Center:

- (K) Providing general advice and guidance to the University Board of Trustees, University President, and Senior Vice President for Health Sciences regarding extramural affiliations, operating agreements and other strategic business opportunities of the University Wexner Medical Center; and
- ~~(L.) — Providing general advice and guidance to the University Board of Trustees, University President, and the Senior Vice President for Health Sciences regarding the development and strategic allocation of University Wexner Medical Center resources; and~~
- (L) Advising the University Board of Trustees, University President, and Senior Vice President for Health Sciences regarding strategic aspects the University's education and research programs in the Health Sciences colleges.

### **3335-93-03 Relationship of the University Wexner Medical Center Board to the Health Sciences Academic Programs.**

The Health Sciences schools and colleges of the University carry out a significant portion of their educational and research activity in facilities of the University Wexner Medical

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Center. The University Board of Trustees shall have exclusive governing authority over the academic and research programs of the medical center, including the college of medicine, the planning, administration, and operations of the health sciences schools and colleges and all other educational and research institutes, centers, and programs. The University Wexner Medical Center Board shall lend its best efforts to assure that the programs of the health sciences colleges are effectively supported in collaboration with the medical center's patient care programs. The Senior Vice President for Health Sciences shall be charged with maintaining an effective liaison between the Health Sciences colleges and the University Wexner Medical Center Board to assure excellence in both academic and patient care programs.

#### **3335-93-04 Accountability and Reporting.**

- (A) To ensure that the University Board of Trustees meets its governance obligations under all applicable laws and regulations, the University Wexner Medical Center Board shall be accountable to the University Board of Trustees.
- (1) ~~The Chair of the University Wexner Medical Center Board or his or her designee~~ The Chair of the University Board of Trustees shall appoint one University trustee, who also has been appointed to the University Wexner Medical Center Board, as the lead trustee and that lead trustee shall provide a summary report of ~~its~~ the activities and actions taken by the University Wexner Medical Center Board at each regular meeting of the University Board of Trustees.
- (2) ~~The Chair of the University Wexner Medical Center Board~~ The lead trustee shall report annually also to the University Board of Trustees or appropriate Board committee on the following topics:
- a) Annual Patient Safety and Quality Report;
  - b) Annual Compliance Report; and
  - c) Annual Financial Report.

#### **3335-93-05 Meetings and Notice.**

- (A) **Board Year.** The Board Year, including Board member appointments and Board officer terms, shall be from May 14 to May 13 of each year to coincide with the terms of membership of the University Board of Trustees as articulated in section 3335.02 of the Ohio Revised Code.
- (B) **Regular meetings.** Regular meetings of the University Wexner Medical Center Board shall be held at least five times per year on a schedule established by the University Board of Trustees. The regular meetings shall be set and publically announced and/or at such other time or place as may be announced by the Chair.
- (C) **Special meetings.** Special meetings may be called at the discretion of the Chair, the University President, or the Chair of the Board of Trustees, and shall be called by the Chair at the request of three members of the University Wexner Medical Center Board, provided that notice of any special meeting shall be given in accordance with Ohio law.
- (D) Meetings of the University Wexner Medical Center Board shall be conducted in accordance with the state laws of Ohio and open meetings laws, including, but not limited to, the production and maintenance of minutes for all proceedings of the University Wexner Medical Center Board.

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- (E) Except as otherwise specified in these bylaws, all meetings of the University Wexner Medical Center Board and its committees shall be conducted in accordance with the latest revision of "Robert's Rules of Order."

**3335-93-06 Quorum.**

A majority of voting members, including at least three University Trustees, shall constitute a quorum for the conducting of business at any meeting of the University Wexner Medical Center Board. If quorum is present, a majority vote of those members present and voting, subject to these Bylaws, shall be required for approval of actions by the University Wexner Medical Center Board.

**3335-93-07 Vacancies.**

Whenever a vacancy occurs on the University Wexner Medical Center Board, the Chair of the University Wexner Medical Center Board shall immediately notify the Chair of the University Board of Trustees and the University President so that the University Board of Trustees or the appropriate appointing authority identified in 3335-93-01(B) of the Administrative Code may appoint a new member as soon as possible to fill the unexpired term.

**3335-93-08 Removal.**

- (A) The University Wexner Medical Center Board Chair, in consultation with the Chair of the University Board of Trustees, the Chair of the University Board of Trustees Governance Committee, and the University President, may recommend to the University Board of Trustees that a public member of the University Wexner Medical Center Board be removed or suspended. The University Board of Trustees has sole authority to appoint and remove public members of the University Wexner Medical Center Board.

**3335-93-09 Indemnification of University Wexner Medical Center Board members.**

Members of the University Wexner Medical Center Board shall be entitled to legal defense and indemnification against any claims or liabilities which might arise from the performance of their duties on behalf of the University Wexner Medical Center Board to the full extent permitted by Ohio law.

**3335-93-10 Compensation of University Wexner Medical Center Board and board committee members.**

No University Wexner Medical Center Board member shall receive compensation for services rendered in the capacity as a board member. However, nothing herein shall be construed to preclude any board member or committee member from receiving reimbursement for actual expenses incurred in the course of such service.

**3335-93-11 Confidentiality and conflicts of interest.**

In addition to any applicable restrictions or obligations set forth in Chapter 102, Sections 2921.42 and 2921.43 of the Revised Code, which may apply to University Trustees and ex-officio members of the University Wexner Medical Center Board as employees of the University, all members of the University Wexner Medical Center Board, including public members and the appointed members of any and all Board committees have a duty of loyalty and fidelity to the University, and they must govern their affairs honestly, exercising their best care, skill and judgment for the benefit of the University so as to avoid conflicts of interest and the appearance of impropriety.

Members of the University Wexner Medical Center Board and its committees shall disclose to the Chair of the University Wexner Medical Center Board and the University

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General Counsel any situation wherein such member has a conflict of interest that could possibly cause that member to act in other than the best interest of the University. In any such situation the member shall abstain from acquiring any information developed by the University Wexner Medical Center Board and from participating in any discussions or voting related to such situation.

All members of the University Wexner Medical Center Board and its committees shall keep confidential all sensitive information of every kind including the strategic goals of groups, entities or subdivisions within the University Wexner Medical Center to the extent permitted by law. Members of the board and its committees also shall abide by all confidentiality and conflict of interest policies and programs adopted by the University Board of Trustees from time to time.

The University Wexner Medical Center Board shall develop and periodically review a statement of expectations, consistent with the University Board of Trustees' statement of expectations, which shall address comportment among board members, with the University President, Senior Vice President for Health Sciences and internal constituents, and with external constituents regarding such topics as behavior, confidentiality, participation, civility, loyalty, conflicts of interest, and compliance with board expectations, bylaws, University policies, rules, and state and federal law.

## **Chapter 3335-95**

### **OFFICERS OF THE BOARD**

#### **3335-95-01 Officers of the Board.**

The officers of the University Wexner Medical Center Board shall consist of a chair and such other officers as the board may deem advisable.

#### **3335-95-02 Chair.**

The Chair shall be selected among the voting members of the University Wexner Medical Center Board and shall be appointed by the Chair of the University Board of Trustees, in consultation with the University President, and ratified by the University Board of Trustees. The Chair shall be appointed for a two-year term, non-renewable and have specific skills and qualifications including, but not limited to, prior experience leading a board and demonstrated experience in business management. The Chair of the University Wexner Medical Center Board shall preside at all meetings of the board.

## **Chapter 3335-97**

### **COMMITTEES**

#### **3335-97-01 University Wexner Medical Center Board Standing Committees.**

The University Wexner Medical Center Board shall approve the appointment of a finance committee and a quality and professional affairs committee. The Chair of the University Wexner Medical Center Board shall appoint the members of the board's committees. The chair of each committee of the University Wexner Medical Center Board shall be selected from the voting members of the University Wexner Medical Center Board. The Board or the Chair of the Board may designate guidelines for the selection and participation of non-trustee members of committees.

**3335-97-02 Finance Committee.**

- (A) **Responsibilities.** The Finance Committee shall review and evaluate the financial results, plans, and audits of the University Wexner Medical Center and its component entities for the purpose of assessing the overall financial risks and capacities of the University Wexner Medical Center and the congruity of the financial management, plans and objectives of the University Wexner Medical Center. The committee shall be responsible for: monitoring financial performance including achievement of financial goals and targets approved by the University Wexner Medical Center Board and University Board of Trustees; reviewing and recommendation of operating and capital budgets to the University Wexner Medical Center Board and the University Board of Trustees; advising on the acquisition or sale of property; construction, use, and allocation of physical space and facilities and technology; advising on current and future strategic business opportunities, including, but not limited to, affiliations, partnerships, mergers, acquisitions, and other business ventures; and other responsibilities as assigned by the Chair of the University Wexner Medical Center Board.
- (B) **Composition.** The Finance Committee shall be composed of no fewer than five voting members of the University Wexner Medical Center Board, with at least three members being University Trustees; the University Chief Financial Officer; and such other members as determined by the Chair of the University Wexner Medical Center Board.
- (C) **Meetings.** The committee shall meet at the call of the Chairperson of the Committee, but not less than quarterly. A majority of the voting members of the committee shall constitute a quorum. Meetings shall be conducted in accordance with the state laws of Ohio and open meetings laws.

**3335-97-03 Quality and Professional Affairs Committee.**

- (A) **Responsibilities.** The Quality and Professional Affairs Committee shall be responsible for the following specific duties:
  - (1) Reviewing and evaluating the patient safety and quality improvement programs of the University Wexner Medical Center;
  - (2) Overseeing all patient care activity in all facilities that are a part of the University Wexner Medical Center, including, but not limited to, the hospitals, clinics, ambulatory care facilities, and physicians' office facilities;
  - (3) Monitoring quality assurance performance in accordance with the standards set by the University Wexner Medical Center;
  - (4) Monitoring the achievement of accreditation and licensure requirements;
  - (5) Reviewing and recommending to the University Wexner Medical Center Board changes to the medical staff bylaws and medical staff rules and regulations;
  - (6) Reviewing and approving clinical privilege forms, membership and granting appropriate clinical privileges for the credentialing of practitioners recommended for membership and clinical privileges by the university hospitals medical staff administrative committee and The James medical staff administrative committee;
  - (7) Reviewing and approving membership and granting appropriate clinical privileges for the expedited credentialing of such practitioners that are

eligible by satisfying minimum approved criteria as determined by the University Wexner Medical Center Board and are recommended for membership and clinical privileges by the university hospitals medical staff administrative committee and The James medical staff administrative committee;

- (8) Reviewing and approving reinstatement of clinical privileges for a practitioner after a leave of absence from clinical practice;
  - (9) Conducting peer review activities and recommending professional review actions to the University Wexner Medical Center Board;
  - (10) Reviewing and resolving any petitions by the medical staffs for amendments to any rule, regulation or policy presented by the chief of staff on behalf of the medical staff pursuant to the Medical Staff Bylaws and communicating such resolutions to the university hospitals medical staff administrative committee and The James medical staff administrative committee for further dissemination to the medical staffs; and
  - (11) Such other responsibilities as assigned by the Chair of the University Wexner Medical Center Board.
- (B) **Composition.** The committee shall consist of: no fewer than four voting members of the University Wexner Medical Center Board, appointed annually by the Chair of the University Wexner Medical Center Board, one of whom shall be appointed as chair of the committee; ~~the~~ The Chief Medical Officer of the Medical Center; the Director of Medical Affairs of The James; the Medical Director of Credentialing for The James; the Chief of the Medical Staff of the University Hospitals; the Chief of the Medical Staff of The James; and the Associate Dean of Graduate Medical Education shall serve as ex-officio, voting members. ~~Such~~ Such other members ~~as may be~~ appointed by the Chair of the University Wexner Medical Center Board, in consultation with the Chair of the Quality and Professional Affairs Committee.
- (C) **Review and Recommendation.** ~~The~~ The chief medical officer of the medical center and ~~the~~ the chief of the medical staff of university hospitals shall ~~present and~~ present and make recommendations ~~to the Quality and Professional Affairs Committee~~ only with respect to those actions involving the university hospitals; and ~~The~~ The director of medical affairs of The James; ~~the~~ the medical director of credentialing for The James and chief of the medical staff of The James shall ~~present and~~ present and make recommendations ~~to the Quality and Professional Affairs Committee~~ only with respect to those actions involving The James.
- (D) **Voting.** With respect to items coming before the quality and professional affairs committee as detailed in paragraph (A) of this rule, at least two (2) voting ~~non-~~ non- ~~public~~ public members of the University Wexner Medical Center Board must be present. Any action taken by this Committee pursuant to the responsibilities as defined in Section 3335-97-03(A)(1) through (11) shall be taken only by the voting, non-public members and approved by a majority vote thereof.
- (E) **Meetings.** The committee shall meet monthly or at the call of the Chair of the Committee and shall advise the University Wexner Medical Center Board of its activities regularly. The committee shall act on behalf of the University Wexner Medical Center Board in order to maintain the continuity of operations of the hospitals of the Ohio State University and the University Hospitals and The James medical staffs; to review and to approve medical staff membership and to grant appropriate clinical privileges for practitioners in accordance with applicable laws, accreditation requirements, bylaws and rules established by the University Board of Trustees, University Wexner Medical Center Board and University



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Hospitals and The James medical staffs. Meetings shall be conducted in accordance with the state laws of Ohio and open meetings laws.

**3335-97-04 University Wexner Medical Center Board Special or Ad-Hoc Committees.**

- (A) The University Wexner Medical Center Board may establish special or ad-hoc committee as needed upon the approval of the University Board of Trustees.

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(APPENDIX IX)



THE OHIO STATE UNIVERSITY

# PRESIDENTIAL PROFILE

November 8, 2013 meeting, Board of Trustees

**Ohio State is a dynamic community of diverse resources,  
where opportunity thrives and where individuals transform  
themselves and the world.**



The Ohio State University's vision is to be among the world's preeminent public comprehensive universities, solving problems of worldwide significance.

The university encompasses hundreds of degree programs, research centers, and interdisciplinary initiatives; a major medical center integrated with the main campus; championship athletic teams; a vibrant student and cultural life; five regional campuses; extension offices throughout the state; two international gateways; and a long history of community engagement. This breadth gives us unparalleled capacity to educate, to build cross-disciplinary research teams, and to address complex issues.

Our vision rests on our land-grant mission and our status as Ohio's flagship public university. The Ohio State University exists to advance the well-being of the people of Ohio and the global community through the creation and dissemination of knowledge. As one of the nation's leading public universities, we seek to expand human understanding; educate first-class problem solvers; apply original research to pressing problems, from the local to the global; and assure access to higher education.

The university is on a marked upward trajectory as we pursue our vision. Our leaders have developed a bold strategic framework that builds on our comprehensiveness, our success in stimulating collaboration across disciplines, and the strength of our land-grant heritage. Our strategic plan includes a commitment to ongoing assessment and adaptation to change. We enjoy a strong financial base and exceptional support from our alumni, the Ohio legislature, business and community leaders, and citizens of Ohio. The university's current financial position will allow the next president to set priorities and implement major initiatives.

Most important, our vision rests on our distinctive culture.

At The Ohio State University, people matter. We enjoy a tradition of shared governance and community engagement; these are commitments that connect senior faculty with college freshmen, link distinguished researchers with community members, and enthusiastically welcome friends and alumni to campus. We seek a president who will cherish working with all of the people who contribute to Ohio State's success.



## Leadership Qualities

To lead our dynamic, multifaceted institution, the president must have a record that includes strong evidence of the following qualities:

### Vision

Ohio State's next president must be able to articulate and implement a vision consistent with Ohio State's many strengths: our capacity to create distinctive and internationally recognized advances in knowledge, our commitment to diversity in its many forms and at all levels, and our responsibility to lead in defining and fulfilling a modern land-grant mission.

### Ability to lead a complex organization

The university's size, complexity, and prominence require a leader who can recognize the power in each of Ohio State's many parts, leverage those strengths, and articulate and implement a vision that maximizes the university's potential. The president must have a record of successfully leading a complex organization, and should be familiar with trends in higher education that will affect the university's future. Understanding of an academic medical center and NCAA Division-I athletic programs is also desirable.

### Deep understanding of university culture

Preference will be given to candidates with terminal degrees, teaching experience, a personal record of research and scholarship, and other higher education achievements.

### Superb communication skills

The president must be able to:

- Articulate a compelling vision to diverse audiences both internal and external to the university.
- Inspire and engage all the university's audiences.
- Have regular, direct contact and rapport with members of all of the university's constituencies, including faculty, staff, students, alumni, and citizens of Ohio.
- Listen thoughtfully and respectfully to those constituencies.
- Serve as a thought leader on issues facing higher education.



#### Excellence in furthering diversity

The president must demonstrate a record of:

- Appointing diverse leaders to senior positions.
- Stimulating structural change that enhances diversity.
- Nurturing success among diverse individuals.

#### Ability to work with external leaders

The president must demonstrate the ability to work effectively with:

- Government, community, and business leaders at many levels: local, state, national, and international.
- Key donors and other supporters of all types.

#### Ability to build a strong, collaborative leadership team

The president must have a record of:

- Building effective teams that complement the strengths of individual members.
- Rewarding collaborations that further the interests of the institution as a whole.
- Fostering internal leadership development and encouraging senior leaders to do the same within their units.

#### Commitment to shared governance and transparent decision-making

The president must demonstrate:

- The capacity to work effectively with a board of trustees.
- Respect for competing ideas and critical discussion.
- Support for shared governance with broad stakeholder input and shared responsibilities.
- A record of seeking input from all affected stakeholders.

#### Character traits

The president must have integrity, wisdom, stamina, energy, and passion.

The president must also be ethical and trustworthy, purposeful yet open-minded, approachable, curious, compassionate, and courageous.



## Commitment to the University's Four Goals

Ohio State's mission, vision, and strategic plan rest upon four institution-wide goals. The president must demonstrate the ability to lead progress in furthering each of these goals:

- I. Teaching and Learning
- II. Research and Innovation
- III. Outreach and Engagement
- IV. Resource Stewardship





### I. Teaching and Learning

Ohio State provides an unsurpassed, student-centered learning experience led by engaged, world-class faculty and enhanced by a globally diverse student body.



To further this goal, the president must possess:

- An understanding of the distinctive values of undergraduate, graduate, and professional education programs.
- An appreciation of how non-classroom experiences contribute to effective education.
- A vision for preserving excellence in Ohio State's many forms of teaching and learning.
- Mindfulness of the voices and viewpoints of students at all levels, setting a model for active student engagement.
- The capacity to meet student concerns and advocate for students' holistic well-being.





## II. Research and Innovation

Ohio State creates distinctive and internationally recognized scholarship that contributes to the advancement of fundamental and applied knowledge, as well as to solutions to the world's most pressing problems.



To lead effectively in this arena, the president must demonstrate deep understanding of:

- The value of all forms of scholarship, including fundamental, applied, and creative research.
- How to sustain and enhance the distinctive academic cultures that support scholarship.
- Ways to stimulate and reward cross-campus collaborations.
- The potential for community, business, and government partnerships to enhance the university's research mission.
- The challenges of ensuring the success of the university's research mission in a changing resource environment.



### III. Outreach and Engagement

Ohio State works to establish mutually beneficial partnerships with the citizens and institutions of Ohio, the nation, and the world so that our communities actively engage in the exciting work of The Ohio State University.



To further this goal, the president must demonstrate:

- A genuine commitment to the aims of community engagement.
- A history of engaging diverse communities with higher education.
- An awareness of the roles, responsibilities, and partnerships of a metropolitan university with deep and intricate connections to its immediate community, the city, and the state.



#### IV. Resource Stewardship

Ohio State intends to become the model for an academically excellent, affordable public university recognized for financial sustainability, unsurpassed management of human and physical resources, and operational efficiency and effectiveness.



To achieve this goal, the president must have a demonstrated record of sound fiscal management. The president must also possess experiences or qualities that signal:

- An ability to work effectively with federal, state, and local government leaders to secure their support and understanding of Ohio State's key role in promoting economic and cultural well-being throughout the state and beyond.
- The ability to articulate a compelling vision for investment and to nurture donor relationships. The president should have a record of significant fundraising.
- Understanding of the vital role that staff play in furthering the university's mission, accompanied by a commitment to rewarding staff for their service, fostering their professional development, and integrating them in university governance.
- A commitment to affordable education, mindfulness of rising student debt, and an awareness of the financial challenges to educational access.

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(APPENDIX X)

**PERSONNEL ACTIONS** (cont'd)

Appointments/Reappointments of Chairpersons

RICHARD T. HART, Chair, Department of Biomedical Engineering effective September 1, 2014 through August 31, 2018

RANDY J. NELSON, Chair, Department of Neuroscience effective July 1, 2013 through June 30, 2017

MUTHU PERIASAMY\*\*, Chair, Department of Physiology and Cell Biology effective July 1, 2013 through December 31, 2013

J. PHILIP SAUL, Chair, Department of Pediatrics effective November 1, 2013 through June 30, 2017

\*\* Reappointments

Faculty Professional Leaves

IRIS MEIER, Professor, Department of Molecular Genetics effective Autumn Semester 2014

Faculty Professional Leave – Cancellations

WILLIAM D. DUPOR, Associate Professor, Department of Economics effective Autumn Semester 2013 and Spring Semester 2014

Faculty Professional Leave – Changes

ANA M. DEL SARTO, Associate Professor, Department of Spanish and Portuguese, changed from Autumn Semester 2013 to Spring Semester 2014

Emeritus Titles

CHARLES L. BROOKS, Department of Veterinary Biosciences with the title Professor Emeritus effective November 1, 2013

JAY D. IAMS, Department of Obstetrics and Gynecology with the title Professor Emeritus effective November 1, 2013

MONA Y. HALIM-ARMANIOS, Department of Anesthesiology with the title Assistant Professor-Clinical Emeritus effective November 1, 2013

Promotions, Tenure and Reappointments

**COLLEGE OF MEDICINE  
REGULAR CLINICAL**

REAPPOINTMENT

Begun, Frank, Department of Urology effective September 1, 2014

Papadimos, Thomas, Department of Anesthesiology effective September 1, 2014

Sharp, David, Department of Urology effective September 1, 2014

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**COLLEGE OF ENGINEERING**

TENURE [AT THE CURRENT RANK OF PROFESSOR]

Baker, Christopher, Department of Electrical and Computer Engineering effective March 1, 2012 (after receiving permanent residency)

**COLLEGE OF FOOD, AGRICULTURAL & ENVIRONMENTAL SCIENCES**

TENURE [AT THE CURRENT RANK OF ASSOCIATE PROFESSOR]

Chen, Qian, Department of Food, Agricultural and Biological Engineering effective November 1, 2013 (after receiving permanent residency)

APPENDIX XI  
Degrees Conferred at  
THE OHIO STATE UNIVERSITY  
COMMENCEMENT CONVOCATION  
December 15, 2013

## COMMENCEMENT ADDRESS

### R.L. Stine

R. L. Stine is an award-winning author and one of the best-selling children's writers of all time. A native of Columbus, Mr. Stine earned his bachelor's degree in English from The Ohio State University in 1965. After graduation, he moved to New York City to begin his writing career. Since then, he has written nearly 400 books for children and young adults and sold more than 350 million copies.

At 9 years old, he began composing jokes and funny stories after he discovered an old typewriter in his attic. His penchant for humor writing continued as his career progressed. During his time at Ohio State, Mr. Stine was editor-in-chief of *The Sundial*, the university's student-produced humor magazine, where he wrote under the name Jovial Bob Stine. Students credit Mr. Stine with helping to re-launch the *Sundial*

organization several years ago, and it remains active today.

In the mid-1970s, Mr. Stine created *Bananas*, a humor magazine for teenagers. In 1986, he made the transition from humor to horror writing with the release of *Blind Date*. Three years and a handful of novels later, Mr. Stine created the *Fear Street* horror series for teens, which grew to include more than 100 novels, eventually selling more than 80 million copies.

Mr. Stine found international acclaim in 1992, when he launched the *Goosebumps* series for children ages 8 to 12 years old. Featuring a combination of horror and humor, the series became a worldwide phenomenon translated into 32 languages. The *Goosebumps* TV show followed and was the No. 1 kids' show in the United States for three years in a row.

In July 2013, Mr. Stine released his newest teen horror novel, *A Midsummer Night's Scream*. His TV series, "R.L. Stine's The Haunting Hour," now in its fourth season, recently won a Daytime Emmy Award for Outstanding Children's Series. In 2012, Mr. Stine released *Red Rain*, an adult horror novel that he wrote for loyal adult fans who had grown up reading his books in the '90s.

As recognized by *USA Today*, Mr. Stine was the best-selling author in the United States from 1993 to 1995. He has received several Disney Adventures Kids' Choice Awards, Nickelodeon Kids' Choice Awards and American Library Association Awards. In 1999, he received a Lifetime Achievement Award from the Ohioana Library Association. Mr. Stine is also dedicated to the promotion of literacy, and in 2002, he received the Champion of Reading Award from the Free Public Library of Philadelphia.

## RECIPIENTS OF HONORS

### *The Joseph Sullivant Medal*

*The Joseph Sullivant Medal was established in 1920 with a fund endowed by Thomas C. Mendenhall, Ohio State professor of physics. The Sullivant Medal is awarded every five years for "an admittedly notable achievement on the part of a son or daughter of the university, whether that achievement be in the form of an important invention, discovery, contribution to science, the practical solution of a significant engineering, economic, or agricultural problem, or the production of a valuable literary, artistic, historical, philosophical, or other work." (Thomas Mendenhall, 1920).*

### Ellen Mosley-Thompson

Ellen Mosley-Thompson, an internationally acclaimed climate scientist, is a Distinguished University Professor in the Department of Geography and director of the Byrd Polar Research Center at The Ohio State University. Her pioneering research on paleoclimatic reconstruction has led to some of the most important data providing deeper insight on past and present climate change.

Dr. Mosley-Thompson's research focuses on using ice cores to reconstruct climate conditions from hundreds of thousands of years ago. She uses the chemical and physical properties preserved in ice cores—such as dust and chemical content and isotopic ratios reflecting atmospheric temperature at the time the ice layers formed—to establish past climatic and environmental conditions. Published in more than 130 research publications, her ice core discoveries have led to scientific and societal

concerns about global warming. Her observations of glacier retreat over the last three decades confirm that glaciers are melting and provide evidence that the warming of Earth over the last 50 years is now outside the range of natural variability.

Dr. Mosley-Thompson has led 16 expeditions to Antarctica, Greenland and Peru to retrieve ice cores. She served as the principal investigator and field team leader for the ice core drilling project on the Bruce Plateau in the Antarctic Peninsula, which was part of LARISSA (LARsen Ice Shelf System, Antarctica), an initiative funded by the National Science Foundation.

Her service activities at Ohio State and across the nation are exceptional. In 2011, she was elected to the American Academy of Arts and Sciences. She also is a member of the American Philosophical Society and in 2009 she was elected to the National Academy of Sciences, where she currently serves on the Study Group for Emerging

Research Questions in the Arctic and on the Polar Research Board. She is a fellow of the American Geophysical Union and the American Association for the Advancement of Science. In 2003, she was inducted into the Ohio Women's Hall of Fame.

At Ohio State, Dr. Mosley-Thompson serves on the faculty advisory board for the Energy and Environment Discovery Theme, the Presidential Committee of AAAS Fellows and the President and Provost's Advisory Committee. She has been named University Distinguished Lecturer and University Distinguished Scholar, and she has received an Alumni Medalist Award and the Faculty Award for Distinguished University Service.

Dr. Mosley-Thompson received her bachelor's degree in physics from Marshall University, and her master's and doctorate in geography (climatology) from Ohio State. She joined the Byrd Polar Research Center in 1979.

### Lonnie G. Thompson

Lonnie G. Thompson is a Distinguished University Professor in the School of Earth Sciences and a senior research scientist in the Byrd Polar Research Center at The Ohio State University. As one of the world's foremost authorities on paleoclimatology and glaciology, he has become a national spokesperson on the subject of global climate change and related policy issues.

Dr. Thompson has led 53 expeditions during the last 35 years, drilling ice cores from polar ice sheets and high-altitude mountain glaciers in 16 countries, including China, Peru, Russia, Tanzania and Indonesia. His team was the first to develop lightweight solar-powered drilling equipment to obtain cores from ice fields in the Andes Mountains, the Himalayas and on Mount Kilimanjaro. His expeditions have recovered the world's longest ice core from a mountain range (Alaska, 2002),

the first tropic ice core (Peru, 1983) and cores dating more than 750,000 years old.

The cores retrieved during these expeditions contain climate records layered in time that allow Dr. Thompson's team to reconstruct Earth's complex climate history and provide insight into the changes occurring on our planet today. In 2001, he shocked the public and scientific community when he announced that analysis of ice cores from mountaintop glaciers in Africa and Peru showed that the glaciers were melting at an alarming rate—one that will likely lead to the disappearance of Mount Kilimanjaro's ice fields within the next decade or so.

Dr. Thompson's research, published in more than 200 research publications, has garnered him numerous awards. In 2007, he received the Seligman Crystal, the most prestigious professional award in glaciology, and the National Medal of

Science, the highest honor given to an American scientist. In 2005, he was elected to the National Academy of Sciences and was awarded the Tyler Prize for Environmental Achievement. He has been selected by *Time* magazine and CNN as one of "America's Best" in science and medicine. Additionally, Dr. Thompson is a fellow of the American Association for the Advancement of Science and the American Geophysical Union. He is a member of the Chinese Academy of Sciences and in the past two years, he has received the Friendship Award and the International Scientific and Technological Cooperation Award, both from the People's Republic of China.

Dr. Thompson earned his bachelor's in geology from Marshall University, and his master's and doctorate in geology from Ohio State. He joined the Byrd Polar Research Center in 1976.



## RECIPIENTS OF HONORS

### Leonard Berkowitz

DOCTOR OF SCIENCE

Leonard Berkowitz is one of the world's preeminent social psychologists, and one of the first to systematically employ experimental research when investigating human aggression. Since the early 1950s, he has been a faculty member at the University of Wisconsin-Madison, where he has served as the Vilas Research Professor in Psychology Emeritus since his retirement in 1993. Over the course of his distinguished 60-year career as a scholar, researcher and educator, Dr. Berkowitz has trained some of the most prominent social psychology scholars, and his research and writings have helped spur and shape the current great interest in the social psychology of aggression.

Dr. Berkowitz's research focused on the causes and consequences of human aggression, and his theoretical contributions have had substantial implications for the broader field of social psychology as well as other social sciences, such as communications and sociology. He was a

pioneer in showing that human aggression has both automatic and controlled components, and he was one of the first to challenge the theory of catharsis, which proposed that behaving aggressively, or watching others behave aggressively, relieves aggressive tendencies.

Dr. Berkowitz has shared his expertise by testifying before numerous Congressional and U.S. Surgeon General Committees on the effects of violent media. He also has published nearly 200 research publications and two seminal textbooks on aggression. Most aggression researchers have studied from one of his textbooks, *Aggression: A Social Psychological Analysis* (1962) and *Aggression: Its Causes, Consequences, and Control* (1993), which have been cited more than 3,000 times. Dr. Berkowitz further shaped the field of social psychology as founding editor of the prestigious peer-reviewed *Advances in Experimental Social Psychology* series, which he edited from 1962 to 1988.

Listed as one of the 100 most eminent psychologists of the 20th century by the American Psychological Association, Dr. Berkowitz was elected to the American Academy of Arts and Sciences. He also has received the American Psychological Association's Distinguished Scientific Award for the Applications of Psychology (1988), the Society of Experimental Social Psychology's Distinguished Scientist Award (1989) and the Association for Psychological Science's James McKeen Cattell Fellow for applied psychological research (1993). He served as president of the American Psychological Association's Division of Personality and Social Psychology from 1971 to 1972 and as president of the International Society for Research on Aggression from 1981 to 1983.

Dr. Berkowitz earned his bachelor's degree in psychology from New York University in 1948, and a doctorate in psychology from the University of Michigan in 1951.

## RECIPIENTS OF HONORS

### Rudine Sims Bishop

DISTINGUISHED SERVICE AWARD

Rudine Sims Bishop is a professor emerita in the College of Education and Human Ecology at The Ohio State University. As a leading literary scholar, Dr. Bishop has influenced the growth and appreciation of multicultural children's literature on an international level.

Dr. Bishop began her career in 1959 as an elementary school teacher. She earned her bachelor's degree in elementary education from West Chester University, her master's in education from the University of Pennsylvania and her EdD in curriculum development (reading and children's literature) from Wayne State University. Prior to her arrival at Ohio State in 1986, Dr. Bishop taught children's literature, reading and language arts courses at Morgan State College, Wayne State University, the State University of New York at Buffalo and the University of Massachusetts Amherst.

In 1982, with the publication of her

seminal book, *Shadow and Substance: Afro-American Experience in Contemporary Children's Fiction*, Dr. Bishop became one of the first researchers to produce scholarly criticism about how African Americans are represented in children's books and the impact that representation has on children's lives. In the ensuing decades, she has published extensively, including books, chapters and articles in prestigious academic journals.

At Ohio State, Dr. Bishop taught children's literature courses from 1986 until her retirement in 2002. During that time, she served on numerous university committees; directed doctoral research; chaired the Language, Literacy and Culture section in the Department of Teaching and Learning; and co-chaired the highly regarded annual Children's Literature Conference at Ohio State. She was known for establishing long-lasting relationships with her students and for making her massive, private collection of

children's literature available to the Ohio State community. In 2004, her family, friends and colleagues established the Dr. Rudine Sims Bishop Scholarship Fund in Children's Literature to support doctoral students at Ohio State.

For her contributions to the field of children's literature, Dr. Bishop has garnered significant recognition. The National Council of Teachers of English has recognized her with the James R. Squire Award for outstanding service to the council and to the profession of education, as well as the council's Outstanding Elementary Language Arts Educator and Distinguished Service awards. In 2001, she was inducted into the Reading Hall of Fame. She also has received the Arbutnot Award, given to an outstanding college or university teacher of children's or young adult literature, and served on the selection committees for the Caldecott and Newbery medals for children's books.

### Daniel J. Wampler

DISTINGUISHED SERVICE AWARD

Daniel J. Wampler's relationship with The Ohio State University spans more than 30 years, dating back to his days as an undergraduate student. After graduating with a bachelor's and a doctorate in food technology from Ohio State, as well as an MBA from Xavier University, Dr. Wampler embarked on a successful food science career while maintaining strong philanthropic and leadership ties to the university.

In 1983, Dr. Wampler parlayed his Ohio State education into a position at The Pillsbury Company where he served as a product development scientist. His team developed more than \$10 million in products and launched Pillsbury as the leader in microwave products. Dr. Wampler's professional success continued as he served in positions of increasing responsibility for a variety of companies.

In 1999, Dr. Wampler collaborated with his alma mater to launch his own business.

Sensus was born in the labs of Ohio State's Food Industries Center, where Dr. Wampler channeled his passion for food innovation into creating one of the nation's premier natural product extraction companies. In 2012, he sold Sensus to an international company.

Dr. Wampler brings his considerable expertise and passion to bear in championing countless causes at Ohio State. He serves on the University Foundation Board of Directors and on the advisory boards of the Food Innovation Center and Food Industries Center. He served 10 years on the College of Food, Agricultural and Environmental Sciences alumni board, and co-chaired a capital campaign that raised \$12 million to create the Parker Food Science and Technology Building. Dr. Wampler currently co-chairs the college's *But for Ohio State* Campaign, which aims to raise \$150 million to support students, faculty and research within food science.

In addition to mentoring dozens of students, Dr. Wampler and his wife, Lisa, give back to the university in ways that advance both students and research. Together, they established two endowments within the College of Food, Agricultural and Environmental Sciences. The Lisa and Dan Wampler Endowed Fellowship for Food and Health Research funds graduate student research in critical areas of health maintenance and disease prevention. The Lisa and Dan Wampler Vice President's Excellence Fund Endowment supports long-term programs and strategic initiatives at the college.

For his extensive service and commitment, Dr. Wampler was awarded the College of Food, Agricultural and Environmental Sciences' Distinguished Alumni Award and the Department of Food Science and Technology's first-ever Difference Maker Award.

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Matthew Joseph Volk,  
Bellbrook  
James Wilson Waltrip V,  
Cleveland Heights  
*Cum Laude*  
Xiaoxi Wang, Shenzhen,  
China  
*Magna Cum Laude*  
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New Albany  
John Moore Wathen, Akron  
Justin Taylor Watkins, Arnold,  
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Mitchell Braden Wilcox,  
Zanesville

November 8, 2013 meeting, Board of Trustees

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Mulan Wu, Jiangyin, China  
*Cum Laude*  
Xue Yang, Nanjing, China  
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Weichun Yi, Wuhan, China  
*Cum Laude*  
Bing Zhu, Wuhan, China  
*Cum Laude*

### **Bachelor of Science in Engineering Physics**

Joshua Thomas Harnist,  
Harrison  
Daniel Patrick Marrinan,  
Dayton  
*Magna Cum Laude*  
*with Honors in Engineering*  
*with Honors Research Distinction in*  
*Mechanical Engineering*

### **Bachelor of Science in Environmental Engineering**

Colleen Victoria Anderson,  
Woodville  
Brittnee Nichole Halpin, Delta  
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*with Honors in Engineering*  
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*Magna Cum Laude*  
Kris Wade Roser, Frazeeburg

### **Bachelor of Science in Food, Agricultural, and Biological Engineering**

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Harbor  
Casey Kimpel Fittro, Delaware  
Andrew John Miller, Zanesville  
Elinor Grace Murphy,  
Middletown  
Eric Grant Percel, Troy  
Adam Jeffrey Stevenson,  
Napoleon

### **Bachelor of Science in Industrial and Systems Engineering**

Sultan Zead Alsaif, Jeddah,  
Saudi Arabia  
Jason Joseph Aschenbener,  
Strongsville  
Matthieu Phillippe Ma  
Baumann, South Elgin, IL  
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Tyler Veltum Boerger, Plain  
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Adam Powers Claybrook,  
Skillman, NJ  
Corie Edward Cox, Westerville  
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Jordan Jeffrey Endsley,  
Austintown  
Benjamin James Freidenberg,  
Upper Arlington  
Taral Sham Gangakhedkar,  
Nashik, India  
Daniel Michael Garfield,  
Cincinnati  
*Cum Laude*  
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Lewis Center  
Audra Natasha Halim, Jakarta,  
Indonesia  
Adrian Graham Hall, Cincinnati  
Justin Taylor Johnson, Lewis  
Center  
*Cum Laude*  
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River  
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Lori Renee Meyer, Fort  
Loramie  
*Magna Cum Laude*  
*with Honors in Engineering*  
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Lakeview  
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Chagrin Falls

### **Bachelor of Science in Materials Science and Engineering**

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RI  
Jason Paul Mai, Oregon  
Cory Michael Saige,  
Painesville  
Robert James Simmerer,  
Westlake  
Xi Wang, Shanghai, China  
*Magna Cum Laude*  
*with Honors Research Distinction*  
*in Materials Science and*  
*Engineering*

### **Bachelor of Science in Mechanical Engineering**

Sudhanshu Agrawal, Raipur,  
India  
Aric Scott Augustine, Massillon  
*Magna Cum Laude*  
*with Honors in Engineering*  
*with Honors Research Distinction in*  
*Mechanical Engineering*  
Thomas C. Bina, Northfield  
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*Cum Laude*  
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*with Honors in Engineering*  
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Twinsburg  
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*with Honors in Engineering*  
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Hudson  
James Stewart Hastings,  
Parma Heights  
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An T. Hoang, Columbus  
Zijian Huang, Guangzhou,  
China  
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Broadview Heights  
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Chester  
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### **College of Food, Agricultural, and Environmental Sciences**

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Steven Mitchell Evans, Vandalia  
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Abigail Marie Hastings, Kenton  
Lucas Cole Heminger, Mount Gilead  
Nathan Donald Herringshaw, Rudolph  
Michael Joseph Hilty, Gahanna  
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Daniel Patrick Imus, Milan  
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Shane Lewis Mouser, Columbus  
Ross Maximilian Nickel, Canton  
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*Cum Laude*  
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Louis Peter Schafer, Marietta  
Steven George Scott, Westerville  
James Earl Shepler, Marion  
Treg Allen Sherman, Sidney  
Mostafa K. Sheta, Columbus  
Addison Michael Standley, Wapakoneta  
Kyle Joseph Stevens, Sheffield Lake

Thomas Anthony Tolbert, Columbus

### **Bachelor of Science in Food Science**

Nathan Stephen Artrip, Sharonville  
Erica Danielle Cramer, Asheville, NC  
*Cum Laude*  
*with Honors Research Distinction in Food Science and Technology*  
Kelsey Deeann Gerber, Paulding  
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David Martin Goulder, Orange Village  
Thomas Carl Haufe, Columbus  
*with Research Distinction in Food Science and Technology*  
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Arimbi Laraswati, Columbus  
Renee Leber, Columbus  
Christopher Richard Manocchio, Mentor  
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Jing Jing Weng, Columbus

### **Bachelor of Science in Nutrition**

D'Juan L. Armstead, Columbus  
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### **School of Environment and Natural Resources**

### **Bachelor of Science in Environment and Natural Resources**

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Julie Rebecca Beeghley, Canton  
Ashley Elizabeth Belisle, Piqua  
David A. Bethel, Mechanicsburg  
*Cum Laude*  
Kelsey Anne Brockman, Fort Recovery  
Peter Domonic Bucher, Columbus  
Jared Paul Burson, Milan  
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Diana Marie Saintignon, Saint  
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*with Research Distinction in  
Forestry, Fisheries, and Wildlife*

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Columbus

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Lancaster

Jnq Lng Tan, Malaysia  
*Cum Laude*

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Heights

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*Summa Cum Laude*

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#### **Associate in Applied Science**

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Joshua John Emery, Plain City  
Dylan Robert Esselburn,  
Lakeville

*Cum Laude*

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Joseph Ronald Gambish,  
Amherst

Nathan Robert Harrison,  
Cleveland

Ryan Joseph Hayes,  
Raymond

Jason Andrew Michel, Delphos  
Elisha James Mickle, Lakeville

*Summa Cum Laude*

Cody Paul Mullins, Mansfield  
Alexandra Marie Owens,  
Massillon

Shawn Phoneyavong,  
Marysville

Ashley Renee Retherford,  
Jeromesville

Danielle Kay Snyder, Leesville

#### **Associate of Science**

Amanda Koren Crace, Canal  
Winchester

Robert A. Fehn, Massillon  
*Summa Cum Laude*

James Dale Giffin, Cutler  
Daniel Frederick Grim, New  
London

Amanda Elizabeth Koch,  
Wapakoneta

Jacob Paul Monnier, Houston  
Angela Michelle Parker, East  
Canton

Ryan Thomas Powell, Fresno  
Cory Scot Sandwisch, Elmore  
Desiree Seeloff, Huber  
Heights

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#### **Certificate in Hydraulic Service and Repair**

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Dylan Robert Esselburn,  
Lakeville

Ryan Joseph Hayes,  
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Vanessa Lee Roig, Galloway  
B.A.

Ryan Eric Suskey, Columbus  
Bachelor's (University of  
Pittsburgh)

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Dean: Charles J. Lockwood

### **School of Health and Rehabilitation Sciences**

#### **Bachelor of Science in Health and Rehabilitation Sciences**

Bryan Andrew Brown, Mentor  
Brooke Alexandra Carlisle,  
Grove City

*Cum Laude*

Sarah Antoinette Ceo, Canton  
Shannon M. Chapman,  
Wadsworth, IL

*Summa Cum Laude  
with Honors in Health and  
Rehabilitation Sciences*

Douglas William Jolliff,  
Richwood

Karen Julia Kacenjar, Seven  
Hills

*Magna Cum Laude*

Julie Marie Mazak, Creston  
Brittney Lynn Stribrny, Oregon  
*Cum Laude*

### **College of Nursing**

Dean: Bernadette M. Melnyk

#### **Bachelor of Science in Nursing**

Marie Annette Brunner, Hilliard  
Kelly Lynn Chamberlain,  
Grove City

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Malaysia  
*Magna Cum Laude*

Nina Marie Passen, Columbus  
*Summa Cum Laude*  
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Sciences*  
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Jr., Bexley  
*Cum Laude*  
Stephanie Michelle Sparks,  
Haverhill  
*Cum Laude*  
Martyna Turkowicz, Bocki,  
Poland  
*Magna Cum Laude*  
*with Honors in Pharmaceutical  
Sciences*  
Andrew Charles Van Deusen,  
Hudson  
Lena Anna Wu, Columbus  
*Summa Cum Laude*  
*with Honors in Pharmaceutical  
Sciences*  
Michele Lim Yu, Queens, NY  
*Summa Cum Laude*  
*with Honors in Pharmaceutical  
Sciences*  
Joanne Soon Yun, Dayton  
Joyce Zhang, Cincinnati  
*Cum Laude*  
*with Honors in Pharmaceutical  
Sciences*

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Brown

### Bachelor of Arts

Barak Barir, Columbus  
Rose Ann Barnes, Dublin  
Anthony Christopher Brown,  
Grove City  
Drew David Calabro, Carmel,  
IN  
Aaron Lee Clapper, Zanesville  
*Magna Cum Laude*  
Ryan Hunter Falin, Westlake  
Timothy Paul Jackson,  
Fairview Park  
Jesse Singh Kooner,  
Columbus  
Thomas Harry McGraw,  
Cleveland  
*Cum Laude*  
*with Honors in Public Affairs*

### College of Public Health

Dean: William J. Martin II

### Bachelor of Science in Public Health

Dania Ahmed, Dublin  
*Cum Laude*  
Stephanie Ann Brunswick,  
Osgood  
*Cum Laude*  
Stephanie Linn Deuley,  
Chagrin Falls  
*Magna Cum Laude*  
Lauren Elizabeth Estep, Dublin  
Gregory Michael Kovach,  
Lakewood  
Lindsey Marie Rodenhauer,  
Oak Harbor  
Kellen Alyssa Sullivan,  
Worthington  
*Summa Cum Laude*

### College of Social Work

Dean: Thomas K. Gregoire

### Bachelor of Science in Social Work

Haileigh Elizabeth McClure,  
Dublin  
Jessica Rae Richardson,  
Marysville

(APPENDIX XII)

**Barry Bloom.** A leading scientist in the areas of infectious diseases, vaccines, and global health and former consultant to the White House, Dr. Barry Bloom continues to pursue an active interest in bench science as the principal investigator of a laboratory researching the immune response to tuberculosis, a disease that claims more than two million lives each year.

He has been extensively involved with the World Health Organization (WHO) for more than 40 years. He is currently Chair of the Technical and Research Advisory Committee to the Global Programme on Malaria at WHO and has been a member of the WHO Advisory Committee on Health Research and chaired the WHO Committees on Leprosy Research and Tuberculosis Research, and the Scientific and Technical Advisory Committee of the UNDP/World Bank/WHO Special Programme for Research and Training in Tropical Diseases. Dr. Bloom serves on the editorial board of the Bulletin of the World Health Organization.

Dr. Bloom currently serves on the Ellison Medical Foundation Scientific Advisory Board and the Wellcome Trust Pathogens, Immunology and Population Health Strategy Committee. He is on the Scientific Advisory Board of the Earth Institute at Columbia University and the Advisory Council of the Paul G. Rogers Society for Global Health Research.

His past service includes membership on the National Advisory Council of the National Institute for Allergy and Infectious Diseases, the Scientific Advisory Board of the National Center for Infectious Diseases of the Centers for Disease Control and Prevention, and the National Advisory Board of the Fogarty International Center at the National Institutes of Health, as well as the Governing Board of the Institute of Medicine.

Dr. Bloom was the founding chair of the board of trustees for the International Vaccine Institute in South Korea, which is devoted to promoting vaccine development for children in the developing world. He has chaired the Vaccine Advisory Committee of UNAIDS, where he played a critical role in the debate surrounding the ethics of AIDS vaccine trials. He was also a member of the US AIDS Research Committee.

Dr. Bloom came to Harvard School of Public Health (HSPH) to serve as Dean of the Faculty in 1998. He stepped down December 31, 2008, and is currently a Harvard University Distinguished Service Professor at HSPH. In his capacity as Dean, he served as Secretary Treasurer for the Association of Schools of Public Health (ASPH). Prior to that he served as chairman of the Department of Microbiology and Immunology at the Albert Einstein College of Medicine from 1978 to 1990, the year in which he became an Investigator of the Howard Hughes Medical Institute, where he also served on the National Advisory Board. In 1978, he was a consultant to the White House on international health policy.

Dr. Bloom holds a bachelor's degree in biology and an honorary D.Sc. from Amherst College and a Ph.D. in immunology from Rockefeller University.

He is a past president of the American Association of Immunologists and the Federation of American Societies for Experimental Biology. He received the first Bristol-Myers Squibb Award for Distinguished Research in Infectious Diseases, shared the Novartis Award in Immunology in 1998, and was the recipient of the Robert Koch Gold Medal for lifetime research in infectious diseases in 1999.

Dr. Bloom is a member of the National Academy of Sciences, Institutes of Medicine, the American Association for the Advancement of Science, and the American Philosophical Society.

(APPENDIX XIII)



FY 2014 New Fundraising Activity Report  
**New Fundraising Activity Progress**  
 7/1/2013 through 9/30/2013

	Activity	Goal	% Achieved	7/1/2012 through 9/30/2012	% Change
<b>Outright Gifts and Pledges</b>					
Cash and Securities	\$27,531,789			\$22,038,655	24.92%
Real Estate	\$0			\$0	0.00%
Gifts-in-Kind	\$474,290			\$312,693	51.68%
Pledges	\$7,890,121			\$13,476,617	-41.45%
Matching Gift	\$321,336			\$399,762	-19.62%
Recurring	\$726,228			\$719,238	0.97%
<b>Total Outright Gifts and Pledges</b>	<b>\$36,943,764</b>	<b>\$242,380,499</b>	<b>15.24%</b>	<b>\$36,946,965</b>	<b>-0.01%</b>
<b>Planned Gifts</b>					
Irrevocable Planned Gifts	\$110,000			\$669,158	-83.56%
Revocable Planned Gifts	\$11,406,053			\$10,946,890	4.19%
<b>Total Planned Gifts</b>	<b>\$11,516,053</b>	<b>\$65,564,110</b>	<b>17.56%</b>	<b>\$11,616,049</b>	
<b>Private Grants (OSP)</b>	<b>\$20,245,815</b>	<b>\$85,962,491</b>	<b>23.55%</b>	<b>\$16,236,971</b>	<b>24.69%</b>
<b>Total Fundraising Activity</b>	<b>\$68,705,632</b>			<b>\$64,799,965</b>	<b>6.03%</b>
<b>Overall Working Goal</b>		<b>\$390,000,000</b>	<b>17.62%</b>		
		<b>Time Elapsed</b>	<b>25.00%</b>		



FY 2014 New Fundraising Activity Report  
**New Fundraising Activity Progress - Unit**  
 7/1/2013 through 9/30/2013

Unit	Outright Gifts and Pledges	Planned Gifts	OSU Foundation Activity	Private Grants (OSP)	Total Fundraising Activity	Goal	% Achieved
Academic Affairs	\$1,438,327	\$1,125,960	\$2,564,287	\$312,220	\$2,876,507	\$14,000,000	20.55%
Alumni Association	\$61,171	\$44,500	\$105,671	\$0	\$105,671	\$2,300,000	4.59%
Arts and Sciences (Colleges of the)	\$2,012,568	\$217,000	\$2,229,568	\$2,244,292	\$4,473,858	\$30,000,000	14.91%
Athletics	\$5,285,558	\$570,000	\$5,855,558	\$0	\$5,855,558	\$45,000,000	13.01%
Business (Fisher College of)	\$1,043,521	\$0	\$1,043,521	\$0	\$1,043,521	\$18,000,000	5.80%
Cancer (James/ Solove)	\$12,071,295	\$2,755,000	\$14,826,295	\$3,068,052	\$17,894,347	\$80,000,000	22.37%
Dentistry (College of)	\$243,270	\$393,270	\$636,540	\$51,113	\$687,653	\$3,369,000	13.19%
Education and Human Ecology (College of)	\$791,075	\$10,000	\$801,075	\$815,393	\$1,616,468	\$9,500,000	19.02%
Engineering (College of)	\$1,782,543	\$454,270	\$2,236,813	\$5,185,281	\$7,422,094	\$55,000,000	13.49%
Food, Agricultural and Enviro Sciences (College of)	\$1,168,024	\$95,000	\$1,263,024	\$2,607,377	\$3,869,401	\$22,500,000	17.16%
Kirwan Institute	\$75,000	\$0	\$75,000	\$0	\$75,000	\$1,550,000	4.84%
Law (Michael E. Moritz College of)	\$670,405	\$169,000	\$839,405	\$835,405	\$1,674,810	\$4,000,000	41.87%
Medical Center (Wexner)	\$3,462,643	\$151,891	\$3,614,522	\$4,141,294	\$7,755,819	\$56,000,000	13.85%
Medicine (College of)	\$351,609	\$0	\$351,609	\$728,310	\$1,079,919	\$10,000,000	10.80%
Nursing (College of)	\$212,903	\$174,000	\$386,903	\$240,834	\$627,737	\$2,600,000	24.14%
Optometry (College of)	\$114,928	\$0	\$114,928	\$84,505	\$209,433	\$2,100,000	9.97%
OSU Lima	\$194,377	\$0	\$194,377	\$0	\$194,377	\$2,100,000	9.26%
OSU Mansfield	\$42,848	\$0	\$42,848	\$0	\$42,848	\$2,919,500	1.47%
OSU Marion	\$132,469	\$0	\$132,469	\$0	\$132,469	\$2,000,000	6.62%
OSU Newark	\$42,956	\$0	\$42,956	\$0	\$42,956	\$1,418,000	3.03%
Pharmacy (College of)	\$72,014	\$0	\$72,014	\$220,962	\$292,976	\$3,630,000	8.07%
Public Health (College of)	\$125,327	\$0	\$125,327	\$45,200	\$170,527	\$1,200,000	14.21%
Social Work (College of)	\$39,069	\$100,000	\$139,069	\$17,006	\$156,075	\$1,000,000	15.61%
Student Life	\$164,421	\$100,000	\$164,421	\$30,000	\$194,421	\$1,500,000	12.96%
University-wide Fundraising	\$3,778,998	\$1,285,932	\$5,064,929	\$113,702	\$5,178,631	\$0	
Veterinary Medicine (College of)	\$496,215	\$476,659	\$974,874	\$330,274	\$1,305,148	\$11,500,000	11.35%
Wexner Center for the Arts	\$326,452	\$650	\$327,102	\$0	\$327,102	\$5,720,000	5.72%
WOSU Public Stations	\$741,781	\$2,750,000	\$3,491,781	\$0	\$3,491,781	\$6,000,000	58.20%
<b>Total</b>	<b>\$36,943,764</b>	<b>\$11,616,063</b>	<b>\$48,469,817</b>	<b>\$20,246,816</b>	<b>\$68,706,632</b>	<b>\$390,000,000</b>	<b>17.62%</b>
<b>Overall Working Goal</b>							<b>26.00%</b>

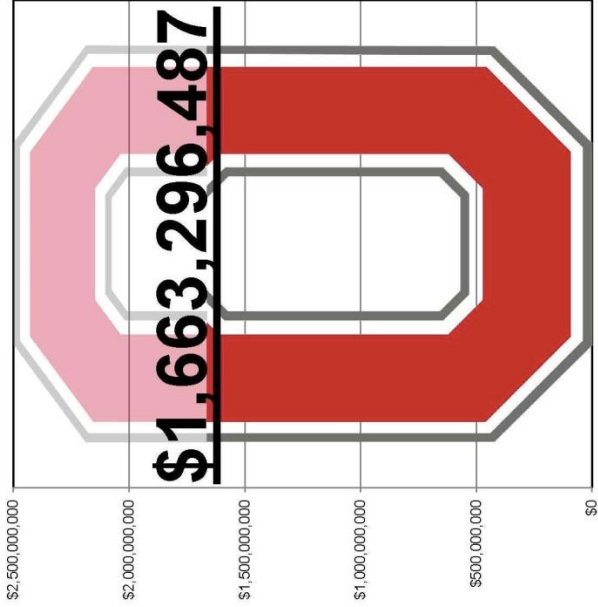
Time Elapsed



FY 2014 Philanthropic Receipts Report  
**Philanthropic Receipts**  
 7/1/2013 through 9/30/2013

	7/1/2013 through 9/30/2013	7/1/2012 through 9/30/2012	% Change
<b>Outright Gift Receipts</b>			
Cash and Securities	\$28,579,386	\$23,157,655	23.41%
Gifts-in-Kind	\$474,290	\$312,693	51.68%
Real Estate	\$0	\$0	0.00%
<b>Outright Gift Receipts</b>	<b>\$29,053,676</b>	<b>\$23,470,348</b>	<b>23.79%</b>
<b>Pledge Receipts</b>	<b>\$8,210,382</b>	<b>\$8,368,962</b>	<b>-1.89%</b>
<b>Planned Gift Receipts</b>			
Revocable Planned Gifts	\$1,911,386	\$2,852,618	-33.00%
Irrevocable Planned Gifts	\$110,000	\$669,158	-83.56%
<b>Planned Gift Receipts</b>	<b>\$2,021,386</b>	<b>\$3,521,777</b>	<b>-42.60%</b>
<b>Private Grant (OSP) Receipts</b>	<b>\$20,245,815</b>	<b>\$16,236,971</b>	<b>24.69%</b>
<b>Philanthropic Receipts Total</b>	<b>\$59,531,259</b>	<b>\$51,598,058</b>	<b>15.37%</b>

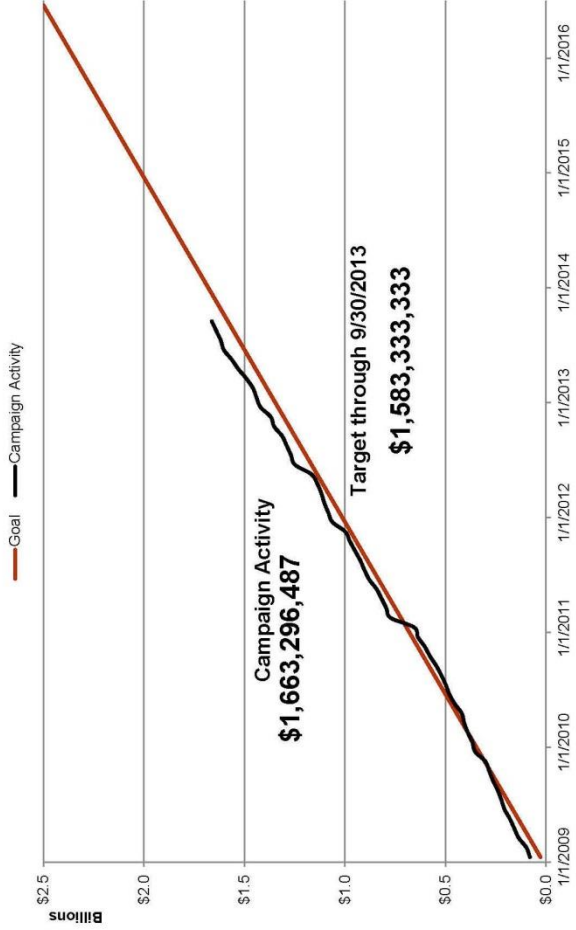
### I. Campaign Progress





**BUT FOR OHIO STATE**  
**Dashboard Report**  
 Campaign Progress vs. Time  
 1/1/2009 through 9/30/2013 = \$1,663,296,487

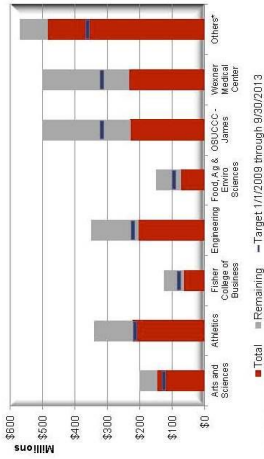
**II. Campaign Progress**





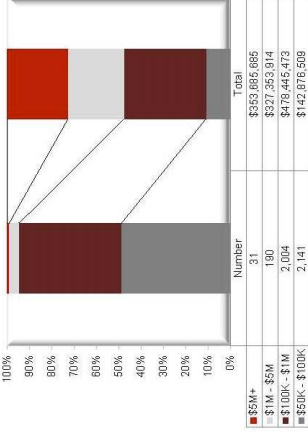
1/1/2009 through 9/30/2013 = \$1,663,296,487

**III. Campaign Activity by Unit**

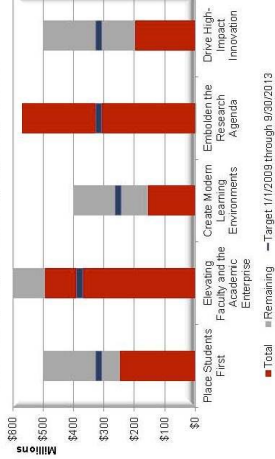


\* Includes unassigned portion of Wiener gift

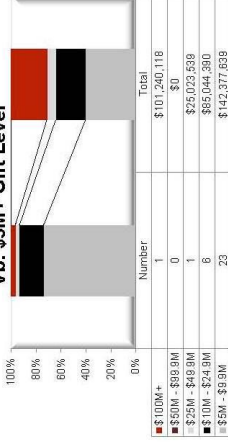
**Va. Campaign Activity by Major Gift Level**



**IV. Campaign Activity by Objective**

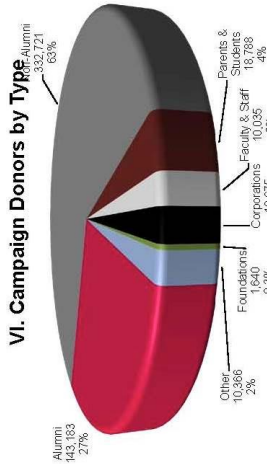
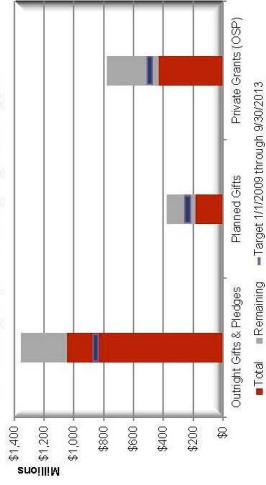


**Vb. \$5M+ Gift Level**



1/1/2009 through 9/30/2013 = \$1,663,296,487

**VII. Campaign Activity by Gift Type**



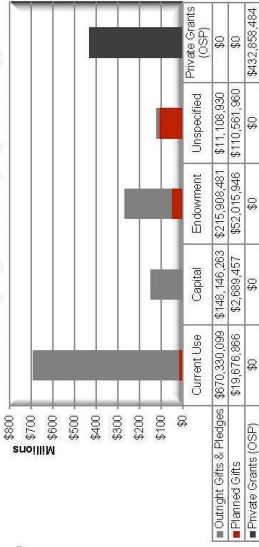
**Total Number of Donors = 527,408**

- Alumni
- Non-Alumni
- Corporations
- Foundations
- Faculty & Staff
- Parents & Students
- Other

If an individual donor fits multiple types they are only counted in the highest level in the hierarchy listed below.

Donor Type Hierarchy	Level
Alumni	1
Parents	2
Faculty & Staff	3
Non-Alumni	3

**VIII. Campaign Activity by Fund Type**



Fund Type	Amount
Current Use	\$19,676,266
Capital	\$2,693,457
Endowment	\$2,015,946
Unspecified	\$110,561,360
Private Grants (OSP)	\$432,658,464

November 8, 2013 meeting, Board of Trustees

	<u>Amount Establishing Endowment *</u>	<u>Total Commitment</u>
<u>Change in Name and Description of Named Endowed Fund</u>		
From: The Roger and Jennie Hall Concert Band Scholarship Fund		
To: The Wilbur A. and Mary Lou Hall Concert Band Scholarship Fund		
<u>Fund Closure</u>		
The LeFevre Foundation Fund		
<u>Establishment of Named Endowed Funds</u>		
The Sylvan G. Frank Chair Fund in Pharmaceuticals and Drug Delivery Systems (Is being established November 8, 2013, with gifts from Dr. Chih-Ming James Chen and Virginia C. Chen; used to provide faculty support at the highest level possible in the division of Pharmaceuticals and Pharmaceutical Sciences.)	\$500,000.00	\$2,500,000.00
The Mildred "Migg" Caulkins Urban Visiting Faculty Endowment Fund (Is being established November 8, 2013, with gifts from the estate of Mildred "Migg" Caulkins Urban; used to support visiting faculty as recommended by the director of the Knowlton School of Architecture.)	\$420,094.07	\$420,094.07
Jean E. Parish Endowment Fund (Is being established November 8, 2013, with gifts from the estate of Jean Elizabeth Parish; used to support the permanent collection in the Wexner Center for the Arts.)	\$207,327.64	\$199,112.50
The LeFevre Foundation Fund (Is being established November 8, 2013, with gifts from Howard E. LeFevre, Catharine Bonner LeFevre, and the LeFevre Foundation; used to provide scholarships to students at The Ohio State University at Newark.)	\$193,431.42	\$193,431.42
The Donald Hildebrant Dean's Innovation Fund (Is being established November 8, 2013, with funds originally received as unrestricted estate gifts designated to the Max M. Fisher College of Business from Donald Hildebrant; used by the dean of the Max M. Fisher College of Business to support activities of the faculty, students, and staff in accordance with the college's strategic plans.)	\$186,025.13	\$186,025.13

November 8, 2013 meeting, Board of Trustees

<p>Professor Mary R. Tolbert Endowed Fund                  (Is being established November 8, 2013, with an estate gift from Professor Mary R. Tolbert; used by The Ohio State University, School of Music with first preference to underwrite music education conferences to assure the restoration and continuance of the conference series entitled <i>Critical Issues in Contemporary Music Education</i>.)</p>	<p>\$100,000.00</p>	<p>\$100,000.00</p>
<p>The Leon H. Shaffer Dean's Innovation Fund                  (Is being established November 8, 2013, with funds originally received as unrestricted estate gifts designated to the Max M. Fisher College of Business from Rosemarie Mor Shaffer to honor her husband Leon H. Shaffer; used by the dean of the Max M. Fisher College of Business to support activities of the faculty, students, and staff in accordance with the college's strategic plans.)</p>	<p>\$90,940.24</p>	<p>\$90,940.24</p>
<p>The Next Generation Challenge Endowed Fund                  (Is being established November 8, 2013, with gifts received from donors to The Next Generation Challenge Scholarship Campaign to benefit students attending The Ohio State University at Newark; used to provide scholarships to students attending the Newark campus.)</p>	<p>\$80,893.20</p>	<p>\$50,000.00</p>
<p>The Clyde and Marguerite Wooley Dean's Innovation Fund                  (Is being established November 8, 2013, with a charitable gift annuity from Clyde Wooley and Marguerite Wooley; used by the dean of the Max M. Fisher College of Business to support activities of the faculty, students, and staff in accordance with the college's strategic plans.)</p>	<p>\$69,873.52</p>	<p>\$69,873.52</p>
<p>Adrienne and Sidney Chafetz Endowment Fund                  (Is being established November 8, 2013, with gifts from friends, family, and colleagues; used at the discretion of the director of the Logan Elm Press, in consultation with the director of the University Libraries and the chair of the Department of Art, for the creation of artwork by visiting artists in printmaking for expenditures such as honoraria, per diem and travel expenses, supplies, materials, technical services, equipment, and other expenses related to this printmaking residency.)</p>	<p>\$63,669.00</p>	<p>\$50,000.00</p>
<p>The Lohrman Family Wrestling Athletic Scholarship Fund                  (Is being established November 8, 2013, with a gift from John Lohrman; used to supplement the grant-in-aid scholarship costs of an intercollegiate student-athlete who is a member of the wrestling team and is pursuing an undergraduate degree at The Ohio State University, with preference given to a scholar-athlete pursuing a career in the health/allied medical professions.)</p>	<p>\$60,002.00</p>	<p>\$150,000.00</p>

November 8, 2013 meeting, Board of Trustees

<p>The Margaret Kassouny Endowed Scholarship for Human Nutrition (Is being established November 8, 2013, with a gift from the estate of Dr. Margaret Kassouny; used to recruit and support undergraduate and graduate students who demonstrate high academic ability and/ or financial need and are studying human nutrition in the Department of Human Sciences in the College of Education and Human Ecology.)</p>	<p>\$56,417.86</p>	<p>\$56,300.00</p>
<p>The Natalie Lenora Pausch "Most Improved Gymnast" Award Fund (Is being established November 8, 2013, a gift from Dr. and Mrs. Jerry B. Pausch; used to purchase the "Most Improved Gymnast" Award to be presented at the annual women's gymnastics banquet.)</p>	<p>\$50,990.17</p>	<p>\$50,000.00</p>
<p>History Faculty Scholarship for History Graduate Students (Is being established November 8, 2013, with gifts from faculty and friends of the Department of History; used to support graduate student research for students enrolled in the College of Arts and Sciences who are studying history.)</p>	<p>\$50,025.00</p>	<p>\$50,000.00</p>
<p>The Alumni Association Life Member Endowment Fund (Is being established November 8, 2013, with funds from Life Members of The Ohio State University Alumni Association; used to support the ongoing operations and programming of The Ohio State University Alumni Association.)</p>	<p>\$50,000.00</p>	<p>\$22,500,000.00</p>
<p>Thomas P. Fisher Family Fund for Breast Cancer Research (Is being established November 8, 2013, with gifts from Thomas P. Fisher; used to support medical research related to breast cancer at the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute to help prevent or eradicate the disease and/or improve treatments and patient outcomes. Uses may include, but are not limited to: research supplies, personnel, equipment, software, lab space, fellowship research awards, as related to high quality medical research.)</p>	<p>\$50,000.00</p>	<p>\$50,000.00</p>

Change in Description of Named Endowed Fund

The Selma and Edward Levy Endowed Scholarship Fund

Ohio State Mansfield Board Leadership Scholarship Fund

The O.A.R. "Heard the World" Scholarship Fund

Change in Name of Named Endowed Fund

From: The Gerald Kakos M.D. and Thomas Edward Williams M.D. Professorship

To: The Gerard S. Kakos, MD, and Thomas E. Williams Jr., MD, PhD, Professorship

November 8, 2013 meeting, Board of Trustees

Change in Name and Description of Named Endowed Fund

The H. Keith Allen Family Endowed Scholarship Fund

Fund Closure

The Howard E. and Catharine Bonner LeFevre Fund

TOTAL	\$2,229,689.2
	5

\*Reflects gifts received as of October 1, 2013

### **The Wilbur A. and Mary Lou Hall Concert Band Scholarship Fund**

The Roger and Jennie Hall Concert Band Scholarship Fund was established November 1, 1996, by the Board of Trustees of The Ohio State University with gifts from Donald M. (BSBA 1976, MBA 1977) and Leesa Hall Kurdziel (BS Social Work 1978) of Greenwich, Connecticut, in honor of Roger A. (BME 1974) and Jennie Hall. The name and description are being revised on November 8, 2013, to honor the parents of Leesa and Roger Hall.

The annual distribution from this fund shall be used to provide one or more scholarship awards to undergraduate students majoring in music. To qualify, candidates must demonstrate excellent musical and academic achievement. Scholarship recipients shall be selected by the director of the School of Music, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the director of the School of Music.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University reserves the right to modify the purposes of this fund, however, (1) in consultation (if possible) with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University shall consult the director of the School of Music. Modifications to endowed funds shall be approved by the University's Board of Trustees, in accordance with the policies of the University.

### **The LeFevre Foundation Fund**

The Howard E. and Catharine Bonner LeFevre Scholarship Fund was established April 14, 1966, by the Board of Trustees of The Ohio State University Development Fund from Howard E. LeFevre (BArchE 1929) and Catharine Bonner LeFevre (BSEd 1929). The name was changed to The LeFevre Foundation Fund and the description was revised on July 2, 1999, and the description was further revised on July 12, 2002. The fund is being closed on November 8, 2013, and the fund balance is being transferred to a new *The LeFevre Foundation Fund*.

### **The Sylvan G. Frank Chair Fund in Pharmaceuticals and Drug Delivery Systems**

It is proposed that The Sylvan G. Frank Chair Fund in Pharmaceuticals and Drug Delivery Systems be established November 8, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Dr. Chih-Ming James Chen (PhD 1981) and Virginia C. Chen.

The annual distribution from this fund shall be reinvested in the fund's principal until December 31, 2017, unless the endowment is revised prior to that date.

November 8, 2013 meeting, Board of Trustees

If the fund's principal reaches \$2,000,000 on or prior to December 31, 2017, the Foundation agrees to submit a request to the University's Board of Trustees to revise the fund and establish *The Sylvan G. Frank Chair in Pharmaceuticals and Drug Delivery Systems* as an endowed chair in the College of Pharmacy.

The annual distribution from this fund shall be used to provide salary and program support to a distinguished faculty member in the Division of Pharmaceuticals and Pharmaceutical Sciences.

Appointment to the position shall be recommended to the provost by the dean of the College of Pharmacy, in consultation with the division chair and faculty of pharmaceuticals and pharmaceutical sciences, and approved by the Board of Trustees of the University.

The activities of the chair shall be reviewed no less than every four years by the dean of the College of Pharmacy, in consultation with the division chair of the Division of Pharmaceuticals and Pharmaceutical Sciences to determine compliance with the intent of the donors, as well as the academic and research standards of the University.

If on December 31, 2017, the fund's principal is less than \$2,000,000, but is greater than or equal to \$1,000,000, the Foundation agrees to submit a request to the University's Board of Trustees to revise the fund and establish *The Sylvan G. Frank Professorship in Pharmaceuticals and Drug Delivery Systems* to be used for the same purpose as described above.

If on December 31, 2017, the fund's principal is less than \$1,000,000, the Foundation agrees to submit a request to the University's Board of Trustees to revise the fund and establish *The Sylvan G. Frank Fund in Pharmaceuticals and Drug Delivery Systems* as a restricted endowed fund in the College of Pharmacy. The annual distribution from this fund shall be used by the Division of Pharmaceuticals and Pharmaceutical Sciences for program support and to supplement salaries for distinguished faculty members.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Pharmacy.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Pharmacy. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **The Mildred "Migg" Caulkins Urban Visiting Faculty Endowment Fund**

It is proposed that The Mildred "Migg" Caulkins Urban Visiting Faculty Endowment Fund be established November 8, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from the estate of Mildred "Migg" Caulkins Urban (BS 1932).



November 8, 2013 meeting, Board of Trustees

Mildred "Migg" Caulkins Urban was a 1932 graduate of the College of Education. Migg was known for her love of Ohio State and especially Buckeye football. She was particularly proud of her house that was designed and built by her father, Earl F. Caulkins. She bequeathed it to the Knowlton School of Architecture because she believed that, as an architecture school, the faculty would be able to appreciate its unique design. In appreciation of Migg's love of architecture, the school is establishing a visiting faculty endowment to bring outstanding designers to teach in the school and honor Migg Caulkins Urban's memory.

The annual distribution from this fund shall be used to support visiting faculty as recommended by the director of the Knowlton School of Architecture. In any given year that the distribution is not fully used for visiting faculty, the distribution shall be transferred to *The Ethel Roe Caulkins and Earl F. Caulkins Scholarship Fund* (fund #641215).

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the director of the Knowlton School of Architecture. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **Jean E. Parish Endowment Fund**

It is proposed that the Jean E. Parish Endowment Fund be established November 8, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from the estate of Jean Elizabeth Parish (BS 1939).

The annual distribution from this fund shall be used to support the permanent collection in the Wexner Center for the Arts, as approved by the center's director.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the director of the Wexner Center for the Arts.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the director of the Wexner Center for the Arts. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

### **The LeFevre Foundation Fund**

It is proposed that The LeFevre Foundation Fund be established November 8, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Howard E. LeFevre (BArchE 1929), Catharine Bonner LeFevre (BSEd 1929), and the LeFevre Foundation.

The annual distribution from this fund shall provide scholarships to students at The Ohio State University at Newark. Scholarship recipients shall be selected by the Newark campus director of financial aid, in consultation with Student Financial Aid at the Columbus campus and the office of the dean/director of The Ohio State University at Newark.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the office of the dean/director of The Ohio State University at Newark.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the LeFevre Foundation, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the office of the dean/director of The Ohio State University at Newark. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

### **The Donald Hildebrant Dean's Innovation Fund**

It is proposed that The Donald Hildebrant Dean's Innovation Fund be established November 8, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with funds originally received as unrestricted estate gifts designated to the Max M. Fisher College of Business from Donald Hildebrant (MBA 1951).

The annual distribution from this fund shall be used by the dean of the Max M. Fisher College of Business to support activities of the faculty, students, and staff in accordance with the college's strategic plans.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the Max M. Fisher College of Business.

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The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the Max M. Fisher College of Business. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

### **Professor Mary R. Tolbert Endowed Fund**

It is proposed that the Professor Mary R. Tolbert Endowed Fund be established November 8, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with an estate gift from Professor Mary R. Tolbert (BS 1935).

The annual distribution from this fund shall be used by The Ohio State University School of Music. First preference is to underwrite music education conferences to assure the restoration and continuance of the conference series entitled *Critical Issues in Contemporary Music Education*. Expenditures shall be approved by the school's director.

If or when said conferences are not held on an annual basis, second preference is to provide scholarships to graduate students studying music education. Recipients shall be selected by the director of the School of Music, in consultation with Student Financial Aid. The scholarships shall be referred to as *Mary Tolbert Scholarships*.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the director of the School of Music.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the director of the School of Music. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

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### **The Leon H. Shaffer Dean's Innovation Fund**

It is proposed that The Leon H. Shaffer Dean's Innovation Fund be established November 8, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with funds originally received as unrestricted estate gifts designated to the Max M. Fisher College of Business from Rosemarie Mor Shaffer, to honor her husband Leon H. Shaffer (BSBA 1943).

The annual distribution from this fund shall be used by the dean of the Max M. Fisher College of Business to support activities of the faculty, students, and staff in accordance with the college's strategic plans.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the Max M. Fisher College of Business.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the Max M. Fisher College of Business. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

### **The Next Generation Challenge Endowed Fund**

It is proposed that The Next Generation Challenge Endowed Fund be established November 8, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts received from donors to The Next Generation Challenge Scholarship Campaign, to benefit students attending The Ohio State University at Newark.

The annual distribution from this fund shall provide scholarships to students attending the Newark campus. Scholarship recipients shall be selected by the dean/director of Ohio State Newark, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean/director of Ohio State Newark.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of

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Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, in consultation with the donors named above, or if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean/director of Ohio State Newark. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **The Clyde and Marguerite Wooley Dean's Innovation Fund**

It is proposed that The Clyde and Marguerite Wooley Dean's Innovation Fund be established November 8, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a charitable gift annuity from Clyde Wooley (BA 1939) and Marguerite Wooley.

The annual distribution from this fund shall be used by the dean of the Max M. Fisher College of Business to support activities of the faculty, students, and staff in accordance with the college's strategic plans.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the Max M. Fisher College of Business.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the Max M. Fisher College of Business. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **Adrienne and Sidney Chafetz Endowment Fund**

It is proposed that the Adrienne and Sidney Chafetz Endowment Fund be established November 8, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from friends, family, and colleagues.

The annual distribution from this fund shall be designated to The Ohio State University Libraries to be used at the discretion of the director of the Logan Elm Press, in consultation with the director of the University Libraries and the chair of the Department of Art, for the creation of artwork by visiting artists in printmaking. Expenditures from this fund will be used for honoraria, per diem and travel expenses, supplies, materials, technical services, equipment, and other expenses related to this printmaking residency.

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In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the director of the Logan Elm Press, in consultation with the vice provost and director of the University Libraries and the chair of the Department of Art.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation (if possible) with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the director of the Logan Elm Press, in consultation with the director of the University Libraries and the chair of the Department of Art. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **The Lohrman Family Wrestling Athletic Scholarship Fund**

It is proposed that The Lohrman Family Wrestling Athletic Scholarship Fund be established November 8, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from John Lohrman (BA 1982), from Columbus, Ohio.

The annual distribution from this fund shall supplement the grant-in-aid scholarship costs of an intercollegiate student-athlete who is a member of the wrestling team and is pursuing an undergraduate degree at The Ohio State University. Preference will be given to a scholar-athlete pursuing a career in the health/allied medical professions. Scholarship recipients shall be selected by the director of the Department of Athletics, in consultation with the Office of Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the director of the Department of Athletics.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, if possible, and the director of the Department of Athletics.

### **The Margaret Kassouny Endowed Scholarship for Human Nutrition**

It is proposed that The Margaret Kassouny Endowed Scholarship for Human Nutrition be established November 8, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from the estate of Dr. Margaret Kassouny (BS 1957, MS 1961).

The annual distribution from this fund shall be used to recruit and support undergraduate and graduate students studying human nutrition in the Department of Human Sciences in the College of Education and Human Ecology. To qualify, the candidates must demonstrate high academic ability and/or financial need. Scholarship recipients shall be selected by the college's scholarship selection committee, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Education and Human Ecology.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Education and Human Ecology. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

### **The Natalie Lenora Pausch "Most Improved Gymnast" Award Fund**

It is proposed that The Natalie Lenora Pausch "Most Improved Gymnast" Award Fund be established November 8, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Dr. and Mrs. Jerry B. Pausch, from Leesburg, Ohio.

The annual distribution from this fund shall be used to purchase the "Most Improved Gymnast" Award to be presented at the annual women's gymnastics banquet. Once the award is purchased, any remaining distribution from this endowed fund can be used at the discretion of the head coach.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of

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Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the boards shall seek advice from the donors, if possible, and the director of the Department of Athletics.

#### **History Faculty Scholarship for History Graduate Students**

It is proposed that the History Faculty Scholarship for History Graduate Students be established November 8, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from faculty and friends of the Department of History.

The annual distribution from this fund shall support graduate student research for students enrolled in the College of Arts and Sciences who are studying history. Recipients shall be recommended by faculty members in the Department of History and selected by the Department's chair, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the chair of the Department of History.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation (if possible) with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the chair of the Department of History. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **The Alumni Association Life Member Endowment Fund**

It is proposed that The Alumni Association Life Member Endowment Fund be established November 8, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with funds from Life Members of The Ohio State University Alumni Association.

The annual distribution from this fund shall be used to support the ongoing operations and programming of The Ohio State University Alumni Association.



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In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the President/CEO of The Ohio State University Alumni Association, Inc.

The principal is invadable at the discretion of the President/CEO of The Ohio State University Alumni Association, Inc.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the Ohio State Alumni Association, Inc. that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with The Ohio State University Alumni Association, Inc. named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the President/CEO of The Ohio State University Alumni Association, Inc. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **Thomas P. Fisher Family Fund for Breast Cancer Research**

It is proposed that the Thomas P. Fisher Family Fund for Breast Cancer Research be established November 8, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Thomas P. Fisher of Summerville, South Carolina.

The annual distribution from this fund shall support medical research related to breast cancer at the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute (The James) to help prevent or eradicate the disease and/or improve treatments and patient outcomes. Uses may include, but are not limited to: research supplies, personnel, equipment, software, lab space, fellowship research awards, as related to high quality medical research. Allocation of distribution shall be made at the recommendation and approval of the chief executive officer of The James, in consultation with the director of breast medical oncology at The James and the senior vice president for health sciences.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the chief executive officer.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the chief executive officer of The James, the director of the breast medical oncology at The James, and the senior vice president for health sciences. Modifications to endowed funds shall

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be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

### **The Selma and Edward Levy Endowed Scholarship Fund**

The Selma and Edward Levy Endowed Scholarship Fund was established July 13, 2007, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Gary S. Levy (DVM 1981), in honor of his parents Selma and Edward Levy. The description is being revised on November 8, 2013.

The annual distribution from this fund shall provide financial aid yearly to one (1) DVM student, with preference given to a student from New Jersey with an interest in small animal medicine. Scholarship recipients will be selected by the dean of the College of Veterinary Medicine, in consultation with the Office of Student Financial Aid.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees and Foundation Board, as recommended by the dean of the College of Veterinary Medicine. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donor, as good conscience and need dictate.

### **Ohio State Mansfield Board Leadership Scholarship Fund**

The Ohio State Mansfield Board Leadership Scholarship Fund was established June 22, 2012, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with an initial gift from Christ J. Ticoras of Mansfield, Ohio, and additional gifts from current and past members of the Ohio State Mansfield Board. The description is being revised on November 8, 2013.

The annual distribution from this fund shall be used for scholarships to continuing undergraduate and graduate students of The Ohio State University at Mansfield, based on campus and community service. The dean and director of The Ohio State University at Mansfield, in collaboration with a Scholarship Committee, shall be responsible for selecting scholarship recipients and coordinating these scholarships with the University's Office of Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean and director of The Ohio State University at Mansfield.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

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It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors, if possible, and the dean and director of The Ohio State University at Mansfield.

### **The O.A.R. "Heard the World" Scholarship Fund**

The O.A.R. "Heard the World" Scholarship Fund was established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from O.A.R., via the Heard the World Fund at The Community Foundation. This gift is considered as credit for Mahoning County within The Ohio Scholarship Challenge. The description is being revised on November 8, 2013.

The annual distribution from this fund shall provide a tuition-only scholarship to an Ohio State undergraduate student, regardless of campus or major. The scholarship is portable and transferable if campus or major changes. Preference shall be given to graduates of Liberty High School in Youngstown, Ohio, who qualify for need-based financial aid. If Liberty High School no longer exists, then preference shall be given to graduates of the new high school for students from the same area. If no candidate exists, the scholarship criteria may be expanded to include students from any high school in the Youngstown, Ohio, area. Scholarship recipients shall be selected by Student Financial Aid and may be renewed for up to four years, as long as the student remains in good standing with the University.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

This endowment is eligible for a four-year annual distribution match as outlined in The Ohio Scholarship Challenge, beginning the fiscal year following authorization from the Board of Trustees. Per the request of the donor, the University will use the funds match to increase the award amount.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the director of Student Financial Aid. University funds used for the endowment distribution match are not eligible to be reinvested in the fund's principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from a representative of the donor, if possible, and Student Financial Aid.

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### **The Gerard S. Kakos, MD, and Thomas E. Williams Jr., MD, PhD, Professorship**

The Gerard S. Kakos, MD, and Thomas E. Williams Jr., MD, PhD, Professorship Fund was established on April 6, 2012, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Gerard Kakos, MD (BA Anatomy 1964, MD 1967) of Columbus, Ohio; also given in honor of Thomas E. Williams Jr., MD, PhD, (MS Medical Biochemistry 1963; MD 1963). The required funding level for a professorship was met, and the name and description were revised April 5, 2013. The name is being revised on November 8, 2013.

Dr. Kakos continued his medical training at Ohio State in the Department of Surgery's internship and residency program from 1967-1973. He joined its faculty as assistant professor (1973-1979); served as associate professor (1979-1984); and as clinical associate professor (1984-2008), including the leadership role of interim division chief for thoracic surgery (1984-1986). He became faculty emeritus in 2008.

Dr. Williams completed his residency training at The Ohio State University Hospitals (1964-1970); served as instructor (1968-1970); joined the faculty as assistant professor of surgery (1970-1975); became associate professor (1975-1983); served as assistant medical director of emergency services (1972-1976); and served as interim division chief for cardiothoracic surgery in 1997. Since 1983, Dr. Williams has been a clinical associate professor in the Department of Surgery.

The annual distribution from this fund will be used for a professorship position in the Division of Cardiac Surgery (Division) in the Department of Surgery (Department). The professorship holder shall be appointed by the Board of Trustees of The Ohio State University, as recommended by the chair of the Department and the dean of the College of Medicine (College), in consultation with the director of the Division, director of the OSU Heart and Vascular Center (Center), and the senior vice president for health sciences. The activities of the professorship holder shall be reviewed no less than every four years by the dean to determine compliance with the intent of the donor, as well as the academic and research standards of the University.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from a representative of the donor, the chair of the Department, and the dean of the College, in consultation with the director of the Division, the director of the Center, and the senior vice president for health sciences.

### **The H. Keith Allen Family Endowed Scholarship Fund**

The H. Keith Allen Family Unrestricted Endowed Fund was established May 14, 2010, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from H. Keith Allen (BSBA 1963) and L. Ann Allen of Powell, Ohio. The name was

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revised on June 7, 2013. The required funding level for a restricted endowed fund was met and the name and description are being revised on November 8, 2013.

Keith graduated from The Ohio State University College of Commerce and Administration (now known as The Max M. Fisher College of Business) in 1963, with a bachelor of science in accounting. He joined Peat, Marwick, Mitchell & Co. in Columbus, Ohio, upon graduation where he became a certified public accountant. Four years later, Keith joined The Ohio Company as assistant treasurer, working his way to becoming COO until the sale of the company to Fifth Third Bank. Keith was the recipient of an accounting scholarship and a member of Beta Alpha Psi. He served on many community boards, as well as on the board of the Chicago Stock Exchange, and served on committees affiliated with the New York Stock Exchange. Keith also served on the Fisher College of Business Dean's Advisory Council.

The annual distribution from this fund shall be used to provide scholarship support for an undergraduate student(s) enrolled at the Fisher College of Business. Selection of the recipient(s) shall be made by the director of the undergraduate programs office at the Fisher College of Business, in consultation with Student Financial Aid.

The University may modify any selection criteria should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion will be reinvested into the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors, should they be alive, and from the dean of the Fisher College of Business.

#### **The Howard E. and Catharine Bonner LeFevre Fund**

The Howard E. and Catharine Bonner LeFevre Fund was established December 31, 1986, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift to the Foundation from Howard E. LeFevre (BArchE 1929) and Catharine Bonner LeFevre (BSEd 1929). The description was revised July 2, 1999. The fund is being closed on November 8, 2013, and the fund balance is being transferred to a new *The LeFevre Foundation Fund*.



## Board of Trustees Naming Guidelines

### **POLICY**

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Applies to: Deans, Directors, Chairs, Faculty, Staff  
Issued: 1992 (3335 1-06)  
Revised: November, 1995; June, 1999; May 3, 2010; April 6, 2012 (2012-97)  
Edited: August, 2013  
Reviewed: October 10, 2013

#### **I. Overview**

This document governs the naming of academic entities and physical spaces at The Ohio State University.

The University will enter into a commitment to name an academic entity or physical space only after carefully considering the potential impact the naming will have on the University and the campus community. Due diligence will be exercised to ensure that the proposed name would be consistent with University tradition and mission. The University will also evaluate the distinction a proposed name would lend to the University.

The President's Cabinet is responsible for the review of all naming requests prior to discussion with prospective donors or honorees.

Proposed funding levels for any University naming must be initiated by a dean/unit leader and routed to the Senior Vice President for Advancement for review and approval prior to discussion with any donor. The Gift Acceptance Committee, a joint committee of the University Board of Trustees and University Foundation Board, must review naming of academic entities (e.g., colleges, schools, or departments), corporate or other organization namings of physical facilities, or otherwise complex naming opportunities. Recommended funding levels and proposed names for academic entities or physical facilities must also be reviewed by the Provost prior to the President's Cabinet approval. The University Board of Trustees must give final approval for all namings.

If, at any time, circumstances change such that the continued use of an approved name may compromise the University's integrity or reputation, the University may amend or remove the name. The University also reserves the right to dispose of any named property or facility as deemed necessary, via sale, demolition, etc. Named properties would be amended, removed, or disposed only upon recommendation by the President and approval by the Board of Trustees, with notification to the donor or a donor's representative.

#### **II. Types of Namings**

The University will name a physical facility, element, or academic entity for the following purposes:

**A. Naming Involving a Gift** – Express appreciation for an individual or organization's philanthropic contribution to the University (e.g., McCorkle Aquatic Pavilion).

**B. Honoric Naming (No Gift Involved)** – Recognize a distinguished individual for outstanding service to the University or extraordinary service to the campus community (e.g., Eranson Classroom Building).

Individuals must be disassociated from employment by or service to the University for at least three years prior to approval of an honorific naming. This rule may be waived by action of the President's Cabinet.

Namings with no gift involved may also relate to the function or location of a building, which would not include the name of a person (e.g., Eighteenth Avenue Library).

#### **III. Eligible Naming Opportunities**

##### **A. Academic Entities**

Academic entities eligible for naming include colleges, schools, and departments, as well as institutes, multidisciplinary academic centers, and programs.



## Board of Trustees Naming Guidelines

### B. Physical Spaces

Spaces available for naming include buildings and outdoor areas, as well as interior areas, features (e.g., fountains), or objects (e.g., lockers). Naming opportunities may become available as a result of new construction, renovation, or may be previously-unnamed existing space.

## IV. Guidelines for Funding and Recognition

### A. Academic Entities

In recommending naming funding levels for academic entities, factors to consider include operating budget, national ranking, similar namings at peer institutions, and the potentially "transformative" nature of a philanthropic contribution. Gifts to name academic entities should focus on establishing endowments to enhance and support programs and faculty.

Generally, entities will be named for individuals; however, in very selective situations, a corporation or organization may name an academic entity. Corporations or organizations proposed for naming should have a positive image and demonstrated integrity. Additional due diligence (e.g., legal and marketing/communications review) must be undertaken to avoid any appearance of commercial influence or conflict of interest.

A corporation or organization may name an academic entity at the discretion of the Gift Acceptance Committee. If the name of the corporation or organization changes, the University may change the name of the entity at its own discretion.

### B. Physical Spaces

Naming recommendations for physical facility and spaces should reflect construction or renovation costs, as well as the potential donor/prospect pool, other funding sources, and the timing of the project's completion. In general, namings should represent at least 1/3 of the total project cost. When establishing recommendations for naming funding levels for a physical space, considerations may also include:

- Location, visibility, and prominence of facility or space
- Frequency of use by campus and non-campus constituents
- Appropriate reflection of age of facility or space
- Replacement cost or cost of comparable recent new construction for similar campus facility

Gifts to name physical spaces should be outright cash gifts or pledges when part of a funding plan for construction or renovation. In special situations, with the approval of the Senior Vice President for Advancement and President's Cabinet, unrestricted gifts or irrevocable deferred gifts may be recognized with a naming opportunity.

Generally, buildings will be named for individuals; however, a corporation or organization may name a University facility. Corporations or organizations proposed for naming should have a positive image and demonstrated integrity. Additional due diligence (e.g., legal and marketing/communications review) should be undertaken to avoid any appearance of commercial influence or conflict of interest.

A corporation or organization may name a facility at the discretion of the Gift Acceptance Committee. If the name of the corporation or organization changes, the University may change the name of the facility at its own discretion.

**C. Re-Naming of Facilities**

Names will generally remain in place for the life of a physical facility or program. Although generally discouraged, existing buildings and facilities with honorific namings may be renamed with the approval of President's Cabinet once the following has been completed:

- History of any current name has been carefully researched, providing a clear understanding of all related University commitments for the naming and history of the relationship
- Rationale for re-naming is presented to President's Cabinet for approval
- Former honoree and/or surviving family members of honoree are informed of the intention/plan to alter the building name
- Plans are made for recognition of the former honoree within the re-named structure, or, if appropriate, with an alternate naming opportunity

**D. Recognition of Physical Namings/Related Signage**

As previously stated, names will generally remain in place for the life of a physical facility or program. However, naming duration may also be negotiated for a term of years, for example, when working with corporate and organization donors. Gift agreements will specify the projected lifespan of all namings involving a gift.

If the name of a donor changes during that period, the University may change the name of the facility at the donor's request and expense. At its sole discretion, the University may change or remove the name if circumstances related to the donor could damage the reputation of the University.

All signage reflecting the naming of a facility or space must conform to University signage guidelines and may not include a logo or other components of the donor's branding.

Existing namings approved prior to March 1, 2009, and recognition of those namings are governed by prior Naming Guidelines.

**V. Approval Process**

**A. Naming Involving a Gift**

1. Academic Entities

When a gift is proposed to name an academic entity, preliminary approval should be obtained from the dean(s)/director(s) of the college(s)/unit(s), the Provost, and the Senior Vice President for Advancement.

Approval from President's Cabinet must be obtained following approval by the dean(s)/director(s), the Provost, and the Senior Vice President, but prior to discussion with a donor.

Advance discussion and final approval from the Gift Acceptance Committee may be recommended for prominent namings, such as colleges, schools, or departments.

Naming opportunities within the academic program of a college/unit, such as college based centers and programs, should be:

- shared with the Provost by the dean/director
- submitted to the Senior Vice President for Advancement for approval by President's Cabinet
- submitted to the Board of Trustees for final approval



## Board of Trustees Naming Guidelines

### 2. New Buildings and Renovations

To name an entire facility, a funding level must be approved by the Senior Vice President for Advancement and President's Cabinet prior to discussion with a donor.

Any naming of a facility involving a corporation or organization must be approved by the Gift Acceptance Committee prior to discussion with a donor.

Preliminary discussions with donors may begin after a project has been approved through the University's Capital Investment Program.

Naming opportunities of spaces within or surrounding a building will not be determined until a project has completed the design phase.

Once final designs are complete, a recommendation for naming funding levels within or surrounding a building will be submitted to the Senior Vice President for Advancement for review and submission to President's Cabinet for approval.

3. Prior to gift acceptance, a development officer will confirm that any gift commitment meets minimum funding levels for naming. Any exception to approved naming funding levels must be approved by the Senior Vice President for Advancement and President's Cabinet.
4. Upon execution of a gift agreement for the naming of a building or physical space, Advancement will prepare a naming resolution to submit for approval by the Board of Trustees at its next meeting. Interior spaces for new construction will be submitted for approval by the Board of Trustees just prior to, or upon, a facility's official occupancy.
5. Following Board of Trustee approval, the Senior Vice President for Advancement will communicate final approvals to the originator of the naming request.

### **B. Naming with No Gift Involved**

1. A college or unit requesting consideration of a naming with no gift involved must submit a naming request, including rationale for the request and an overview of the honoree's accomplishments, through the naming process coordinated by the Senior Vice President for Advancement.
2. For an administrative building naming, in conjunction with the Office of Physical Planning and Real Estate, a naming request will be submitted with the unit's dean or vice president approval through the naming process coordinated by the Senior Vice President for Advancement.
3. Requests for a naming with no gift involved in honor of an individual will be presented to the President and the President's Cabinet for comment and consideration.
4. Once approved by the President and President's Cabinet, Advancement will forward the request as a naming resolution to the University's Board of Trustees for approval at its next meeting.
5. Following Board of Trustee approval, the Senior Vice President for Advancement will communicate final approvals to the originator of naming requests.

### **VI. Gift Acceptance Committee**

A Gift Acceptance Committee is convened by the Senior Vice President for Advancement in consultation with the President, Provost, and Chair of the Board of Trustees. The committee may meet to review and comment when a recommended naming opportunity is particularly complex, involves the naming of a physical facility for a corporation or organization, or involves the naming of an academic entity, such as a college or department.



## Board of Trustees Naming Guidelines

Additional participants may be consulted when a specific situation warrants additional information or expertise, but typical committee membership includes:

### Voting Members

President of The Ohio State University  
 Chair of the Board of Trustees  
 Chair of the Advancement Committee of the Board of Trustees  
 Chair of the Audit and Compliance Committee of the Board of Trustees  
 Chair of The Ohio State University Foundation Board  
 Member-at-Large appointed by the Chair of the Board of Trustees  
 Executive Vice President and Provost  
 Senior Vice President for Advancement

### Ex-officio Members

Senior University Leadership, as needed

### Responsibilities

Position or Office	Responsibilities
College/Unit	Chairs, Directors, Deans and Development Staff are responsible for: <ul style="list-style-type: none"> <li>• The monitoring and administration of potential and existing naming opportunities within a college/unit</li> <li>• Notifying the SVP for Advancement prior to any external discussion of a new naming opportunity</li> </ul>
University Advancement	A representative of the SVP for Advancement is responsible for: <ul style="list-style-type: none"> <li>• Facilitation of approval of naming levels by President's Cabinet</li> <li>• Adherence to process outlined in Naming Guidelines</li> <li>• Preparation and submission of Naming Resolutions for Board of Trustees approval</li> </ul>

### Contacts

Subject	Office	Telephone	E-mail/URL
Dana Booth	University Advancement	(614) 688-4501	Booth.52@osu.edu

### History

Issued: 1992 (3335 1-08)  
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*Template updated 05/01/2013*

(APPENDIX XV)

**BACKGROUND**

**I. Executive Summary–American Lightweight Materials Manufacturing Innovation Initiative**

The competitiveness of American metals manufacturers is threatened by growing technological and workforce gaps. Innovative lightweight metal manufacturing technology is urgently required to ensure that U.S. industry is the world's leader in producing high-performance solutions for defense and commercial applications.

In response to this national challenge for lightweight metals, the US Navy/Office of Naval Research issued a Broad Area Announcement (BAA), call for proposals, to compete the Lightweight Materials and Modern Metals Innovation Institute (LM3I) under the auspices of the National Network for Manufacturing Innovation (NNMI). The Ohio State University (Ohio State) has teamed with EWI and the University of Michigan (UM) to respond through a proposal to create the American Lightweight Materials Manufacturing Innovation Institute (ALMMII) pending Ohio State and UM Board Approval. The LM3I proposal process consists of three steps. It started with a Request for Information, then a Concept Paper, and finally an official request from the US Navy in September to the ALMMII Team to submit a proposal by October 21, 2013, pursuant to a BAA. The ALMMII Team is one of three national teams requested to submit a full up proposal.

The award value of the final contract from the Navy is \$70 million over five years. As part of its proposal, the Team was also required to secure at least a 1:1 match. These dollars have been secured from industry and state governments in the region and consist of cash, in kind support, and workforce/educational development activities. The State of Ohio has committed \$10 million in support of ALMMII, primarily for workforce development, and the Ohio State College of Engineering has committed another \$5 million of in-kind contributions capitalizing on their Advanced Manufacturing Cluster hires and in-kind assets. The Ohio investment is being matched by the State of Michigan and the University of Michigan. The States of Kentucky, Tennessee, and Indiana are also investing in the workforce development elements of the project.

There are currently 45 firms who are signing up to be members of ALMMII including GE, Eaton, Boeing, ALCOA, and General Dynamics. There are also 17 non-industry members including Battelle, Southwest Research, Case Western, Penn State, Purdue, Colorado School of Mines, and the University of Dayton Research Institute. The total value of the activity over the next five years will be in excess of \$170 million, representing an overmatch of 1:1.45. Ohio State could realistically expect to see 10% of the Federal funds and 5% of the industry funds invested in Ohio State related activities. All of the state investments will be made within the State that made the commitment. EWI and UM would see levels of project activity similar to Ohio State. A key objective of the solicitation is to create a sustainable entity by the end of year five that can continue to flourish without a direct investment of federal funding. The contract mechanism will be a Cooperative Agreement that enables active interaction between ALMMII and the government customer – from government representatives serving on the Board of Directors to being part of the Project Teams. ALMMII will capitalize on existing assets and will limit capital investments so as to increase the likelihood of long-term sustainability.

ALMMII will execute projects and research activities pursuant to an established set of government and industry requirements. Projects and activities will be competed and members of the ALMMII Team and other external parties will be eligible to propose. Projects could be government funded, government and industry funded, or industry funded. Projects will capitalize on the assets and capabilities of the partners and could range from using lightweight metals for new hulls for Navy ships, corrosion resistant propellers or lighter/safer cars that are more energy efficient. Based on the Navy product development model, candidate ALMMII projects will fall into four categories:

November 8, 2013 meeting, Board of Trustees

1. Quick Reaction Projects – 1-2 years
2. Acquisition Enabler Projects – 3-5 years
3. Leap Ahead Innovation Projects/Prototypes – 5-10 years, and
4. Discovery and Innovation Projects – 1-25 years.

*A key requirement of the Navy solicitation was that the new Institute be operated by a not-for-profit that was not engaged in the projects or research activities. The Ohio State/EWI/UM Team proposed alternative constructs to the Navy, but at the end of the day, the Team realized that the only way it could compete was if it were to create a new not-for-profit. As such, the Team framed ALMMII and prepared the related paperwork to establish this entity in Michigan. EWI has filed to create ALMMII (see below) and if the Ohio State Board of Trustees approves the ALMMII Affiliate Agreement, the filing at the State and Federal level will be amended and Ohio State will be added as a Founding Member. UM is taking the same approach and plans to be on the November 14 Agenda for their Governing Board to seek similar approval.*

Once the ALMMII Team was notified that it was down selected to submit a full up proposal, EWI filed paperwork on September 20, 2013, to establish ALMMII as a not-for-profit in the State of Michigan. EWI will also file paperwork with the IRS to establish ALMMII as a federally approved not-for-profit. Federally approved not-for-profit status is a requirement for award of a contract from the US Navy. If for any reason the IRS approval process is delayed, the ALMMII Team would ask the Navy to make the award to EWI pending final approval of ALMMII and then EWI would novate the contract to ALMMII once it was approved by the IRS. As noted above, Ohio State and UM will be added as founding members if approved by their respective Board of Trustees.

Based on guidance from the Ohio State General Counsel's Office, the College of Engineering has prepared an Affiliate Agreement for consideration by the Board of Trustees. If the Board approves this Agreement, Ohio State would be named as a Founding Member of ALMMII at the State and Federal level. Ohio State would have the right to name board members and it would have a seat on the Board. Being a Founding Member would strengthen Ohio State's role on ALMMII and its ability to actively participate in projects and research activities.

ALMMII would give further value/visibility to related activities at Ohio State and enhance Ohio State's ability to create the Center for Design and Manufacturing Excellence (CDME).

Request of the Board of Trustees:

The College of Engineering requests that the Board approve the creation of a new affiliated entity (ALMMII) under the BOT Affiliated Entities Policy. ALMMII, a not-for-profit, would be created in collaboration with EWI and the University of Michigan for the purpose of competing for the US Navy Lightweight Materials and Modern Metals Innovation Institute (LM3I) Cooperative Agreement.

**NOTE:** The former Secretary of the Navy and senior Northrop executive, Donald Winter, has agreed to serve as the first Chairman of the Board of ALMMII.

**II. Objective of ALMMII**

ALMMII will be created by Ohio State, EWI and UM to:

1. Ensure US world leadership in the application of innovative lightweight metal production to government and commercial applications,
2. Provide ONR/DOD/Industry with a collaborative partner able to advance the design, validation, and application of lightweight materials to emerging industry & government requirements -- from quick reaction projects to leap ahead innovations and acquisition enablers requirements (Future Naval Capabilities, ONR S&T Strategic Plan),
3. Provide ONR and DOD with an agile, flexible, adaptive, innovative

- procurement and acquisition process consistent with the 2010 Quadrennial Defense Review Report,
4. Train and educate the workforce of tomorrow,
  5. Retrain the workforce of today, especially displaced workers from the manufacturing sector, and
  6. Enhance the national recognition of Ohio State, EWU and UM for advanced manufacturing.

ALMMII will be a member based organization controlled by a Government-Industry Board of Directors and lead by an experienced management team with highly relevant government and industry experience. Based on its proposal, EWU will provide the Executive Director, the University of Michigan the Chief Technology Officer, and Ohio State the Chief Transition and Innovation Officer. These individuals are committed on a part time basis – 50-50. The Director of Workforce/Educational Development will be hired via a subcontract. In addition, there will be at least one full time ALMMII employee as well as some key administrative staff.

At the outset, ALMMII will have roughly 65 members consisting of 17 university/research partners including Battelle, Southwest Research, Penn State, Case Western, UDRI, and 45-50 industry partners including GE, Boeing, Alcoa, Eaton, and General Dynamics. The members of ALMMII span the entire value chain of lightweight manufacturing, bring a unique and exhaustive set of competencies to the lightweight materials program, and have direct linkages to workforce development and professional societies.

ALMMII will execute projects and research activities pursuant to an established set of government and industry requirements. Projects and activities will be competed. A Request for Proposal Process has been framed and members of the ALMMII Team and other external parties will be eligible to propose. Projects could be government funded, government and industry funded, or industry funded. Projects will capitalize on the assets and capabilities of the partner organizations – this includes key facilities, faculty and staff, research and technology, tools and processes. Outputs could be prototypes, knowledge products, design tools, technology improvements, or new technologies. Based on the Navy product development model, candidate ALMMII projects will fall into four categories:

1. Quick Reaction Projects – 1-2 years
2. Acquisition Enabler Projects – 3-5 years
3. Leap Ahead Innovation Projects/Prototypes – 5-10 years, and
4. Discovery and Innovation Projects – 1-25 years.

ALMMII will be controlled by its Board of Directors. If approved to fully participate, Ohio State and UM will take the lead role with EWU in naming members of the Board. Based on its proposal, ALMMII will nominate members from government and industry, small businesses as well as large, workforce and educational development groups, and the research community. The government customers will also have non-voting representation on the board and upon award ALMMII will also approach a key government lab to serve on the Board.

In addition to the Board of Directors, the ALMMII Team will also create a Government-Industry Program Control Board (GIPCB) to review all projects and research activities. The GIPCB will also include government and industry, representatives knowledgeable of advanced manufacturing. The GIPCB will establish key technical and workforce requirements in consultation with the government and industry stakeholders and formulate a proposed portfolio of technology and workforce projects leveraging government and industry funding. The GIPCB will ensure project topics and awards are made on a merit basis. The ALMMII team is committed to providing its customers with the optimal set of assets and capabilities required for each technical project regardless of the source of those assets. Teams and projects will be formed based on customer needs, technical capabilities, past performance, availability of key personnel and assets, and cost. The final list of candidate projects framed by the leadership team will be submitted to the GIPCB for their “concurrence or concurrence with modifications”

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regarding the recommendations and the associated resource requirements, schedule, deliverables, educational and transition plans, asset utilization plans, and team members of each technical project and research activity.

The ALMMII Team has been working together for over a year to frame a model that lets the government and industry customers maximize the interdependence and synergy of the team members, a model that optimizes cooperation and collaboration. Core members of the team have also worked to frame a new paradigm that would facilitate the transition of research to applications by capitalizing on the proven industry processes, procedures, and agreements of EWI. By exploiting synergies in commercial and military applications, the ALMMII Team will accelerate market acceptance and expand the utilization of lightweight materials. This will further expand the supplier base, increase related employment, and expand markets.

### III. Business Plan Summary

#### Funding, Revenues and Expenses

There will be three primary sources of funding for ALMMII:

1. \$70 million, five year US Navy contract – see funding profile below.
2. A match of \$101.5 million from industry and state government – this is a combination of in-kind and cash donations, as well as member dues. The latter category of funding will support commercial research, workforce development activities, and ALMMII operations. Current estimate is that 45% of the match will be cash. A key portion of the state investments will be for workforce development.
3. Other federal and state project activities obtained via separate proposals submitted by the ALMMII Team.

<u>ALMMII Funding/Revenue Projection</u>	<u>FY 14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	
<u>Navy/Federal Funding</u>	<u>17</u>	<u>14</u>	<u>14</u>	<u>14</u>	<u>11</u>	
Non-Industry Research Partners	3.5	3.5	3.5	3.5	3.5	
State Funding	5.5	5.5	5.5	5.5	5.5	
New Industry Partners		1	2	3	4	
New Revenue Streams		0.5	1	2.5	4	
<b><u>Total</u></b>	<b><u>32</u></b>	<b><u>31</u></b>	<b><u>33</u></b>	<b><u>37.5</u></b>	<b><u>38</u></b>	
<u>Non-Federal Funding</u>	15	17	19	23.5	27	101.5
Federal Funding	17	14	14	14	11	<b>70</b>
Chart Reflects Numbers Included in Final Proposal Submission – October 20, 2013						

Ohio State is also expecting to secure additional industry sponsored research as a result of being a lead member of ALMMII. However, it is premature to estimate a level of activity.

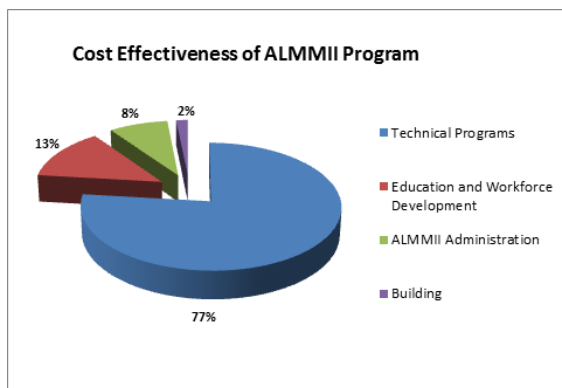
If Ohio State secured 10% of the Federal and industry funds invested in ALMMII and an additional \$1-2 million of year of additional industry sponsored research, it would represent an additional \$3-\$4.5 million a year in advanced manufacturing research activities.

Upon contract award, a primary action of the ALMMII Team will be to formulate a multi-year operating plan and budget in consultation with the US Navy for approval by the ALMMII Board of Directors. Based on its projected revenues, the Team has framed a notational budget that has been included in its proposal to the US Navy (see below). The

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plan depicts the proposed allocation of resources for the key elements of the ALMMII project – lease of a building, staff/administration, technical projects, workforce development and education. All ALMMII positive net operating margins will be reinvested into ALMMII research and educational activities.

A key requirement of the BAA is that the proposed National Manufacturing Center be self-sustaining at the end of five years. To increase the likelihood of this outcome, ALMMII will lease space and minimize capital expenditures. It will invest its funding in research and technology projects that capitalizes on the existing assets of the members. To further increase this likelihood, the Team is relying upon EWI's experience and learning curve maturity in setting up a self-sustaining technology center. The Team is optimistic that with these measures and an aggressive business development model starting day one, it can create a sustainable entity. If for any reason ALMMII is not sustainable, the not-for-profit will be shut down, the assets sold, and any revenues evenly distributed among the three founding members – Ohio State, UM, and EWI.



**Notational Budget Allocation for ALMMII – Focuses Revenues on Project and Workforce Development – Limits Administrative and Lease Costs**

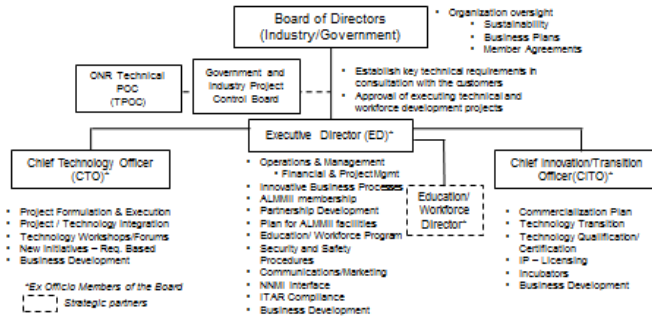
**Staffing Plan and Operations**

ALMMII will be headquartered in the Detroit Metropolitan Area. The Team has three candidate sites. Upon contract award, ALMMII will enter into a lease for use of space in an existing building complex.

ALMMII will have four key employees, an Executive Director (ED), Chief Technology Officer (CTO), Chief Transition and Innovation Office (CTIO), and Director of Workforce Development (DWD). ALMMII will be required to hire some full-time staff and ALMMII will establish the required benefit plans and other key HR policies with support from EWI. Below is the proposed Org Chart for ALMMII and a depiction of the key functions for each key slot. EWI will provide the ED, UM the CTO, and Ohio State the CTIO. ALMMII will subcontract for the Director of Workforce Development with an existing not for profit.

ALMMII will have a minimum cadre of support staff on site in Michigan. The plan is to capitalize on the "back office" assets of EWI for business operations, financial management, contracts, and procurement. ALMMII will subcontract with EWI for these key services. This gives the Team the ability to start up on day one. The Business Manager for EWI will put the required capabilities in place. ALMMII, however, does expect to hire students from community colleges and four year universities as part of its staffing plan and to provide them with real world experience.

# ALMMII Organization Chart



ALMMII will be a member based organization and the Board of Directors will have control of ALMMII. As noted above, the first Chair will be the former Secretary of the Navy. In addition, the Board would have one rep each from Ohio State, UM and EWU, three government liaison members, one national lab member, a general counsel and CFO type member, a small business member, a supplier member, and a workforce development member.

As noted above, ALMMII will also create a Government Industry Program Control Board. This Board will also draw from government, industry and other organizations associated with ALMMII.

Ohio State will not provide any administrative staff support or service support to ALMMII, only the CITO.

#### IV. Risks To University – Risk Mitigation Plan

The primary risk to the University with creation of ALMMII, a new Affiliate, is damage to its reputation if the ALMMII Team is not successful in creating and sustaining a viable, value added, national manufacturing center. The winner of the ALMMII contract will be in the national spot light and its performance will reflect on the winner and the key sponsors of the initiative – Senators Brown of Ohio and Levin of Michigan.

The Team has tried to address these risks by naming an experienced leadership team and by framing a set of By Laws that gives all three partners the authority, flexibility and reserve powers they need to make ALMMII a success – as is the case with the terms and conditions of the proposed Affiliate Agreement.

The Team has also recruited a highly respected Chairman to lead ALMMII and the team will capitalize on the EWU model to create a sustainable entity. By restricting capital investments and focusing on collaborative research projects, the Team will minimize its financial exposure and overheads. The same benefit will accrue to ALMMII from subcontracting with EWU for critical business support services.

If Ohio State becomes a Founding Member of ALMMII it would be protected against any additional liabilities by the status of ALMMII as a stand-alone not-for-profit. ALMMII is also required pursuant to the By Laws to have both Directors and Officers Insurance and General Liability Insurance.



November 8, 2013 meeting, Board of Trustees

On the Ohio State side, the risk also includes the loss of out-year funding. Despite the state of US manufacturing and the need to push to state-of-the-art to compete in a highly competitive global marketplace, there is not a consensus in DC that the US needs a national manufacturing initiative. Past history with the Manufacturing Extension Program is evidence of this split. Again, by limiting capital investments and by putting an aggressive business development plan in place on day one, ALMMII can minimize the impact of any cuts but not totally offset them, create a sustainable suite of services, and provide key know how and techniques to manufacturers – be they OEMs, suppliers, or SMEs.

There is also a risk that ALMMII could impact other Ohio State manufacturing initiatives and related Affiliate Agreements. The Ohio State members of the ALMMII team have worked hard to make ALMMII a piece of the overall Ohio State agenda, an important piece that will help with other opportunities regarding EWI and advanced manufacturing. EWI is a key Ohio State partner and UM is a first rate partner. The combination of all three organizations should be beneficial to all and could facilitate additional collaborations on other research activities.

Finally, there is the risk that the creation of ALMMII and its linkages with EWI, in particular for business support, does not fully meet the government's desires regarding the independence and neutrality of the not-for-profit. The ALMMII team has worked this issue hard but the fact is, the key advantages offered by ALMMII are directly linked to the existing assets and capabilities of EWI, UM, and Ohio State. Creating a new not-for-profit, vesting authority in the board with a nationally recognized Chair, giving the government a key role on the board and an option to be part of project teams, and using competitive procurements to allocate funding and create project teams should address any reservations the Navy might have. But despite the call for innovation in all of the prior procurement related documents, the Navy was somewhat reserved during Industry Day about new and innovative management/operations constructs. Hopefully, as part of the verbal review in November, the Navy will recognize the advantages of the ALMMII construct and award this Institute to Ohio State, UM, and EWI.

(APPENDIX XVI)

## **BACKGROUND**

### **LOCATION AND DESCRIPTION**

The property, currently named the Winfough Farm, consists of seven non-contiguous parcels (approximately 387 acres) in three townships of Pickaway County, Ohio. The property is currently zoned agricultural and residential with 80% of the land in the area being vacant and used for farming.

### **APPRAISAL**

An appraisal of the property was completed in April 2013 by David Givens indicating a current market value of \$2,600,000. The appraiser was vetted through The Ohio State University, Office of Gift Planning and approved by the Pickaway County Probate court. His fees were paid from Mrs. Winfough's estate.

### **GIFT OF THE PROPERTY**

The gift originated in the estate of Arthur Winfough, Jr. Mr. Winfough gifted several parcels of Pickaway County farmland to the College of Agriculture of The Ohio State University in memorial of Arthur Winfough, Jr. The gift structure was a Life Estate for his wife, Geraldine Winfough, who retained use during her lifetime, and the property came to Ohio State upon her death. Mrs. Winfough sold a portion during her lifetime and deposited the proceeds in separate savings accounts, per the instructions in Arthur's Will. There is approximately \$127,000 in proceeds from those sales. These funds are available to the College of Food, Agricultural, and Environmental Sciences (CFAES) as part of the gift.

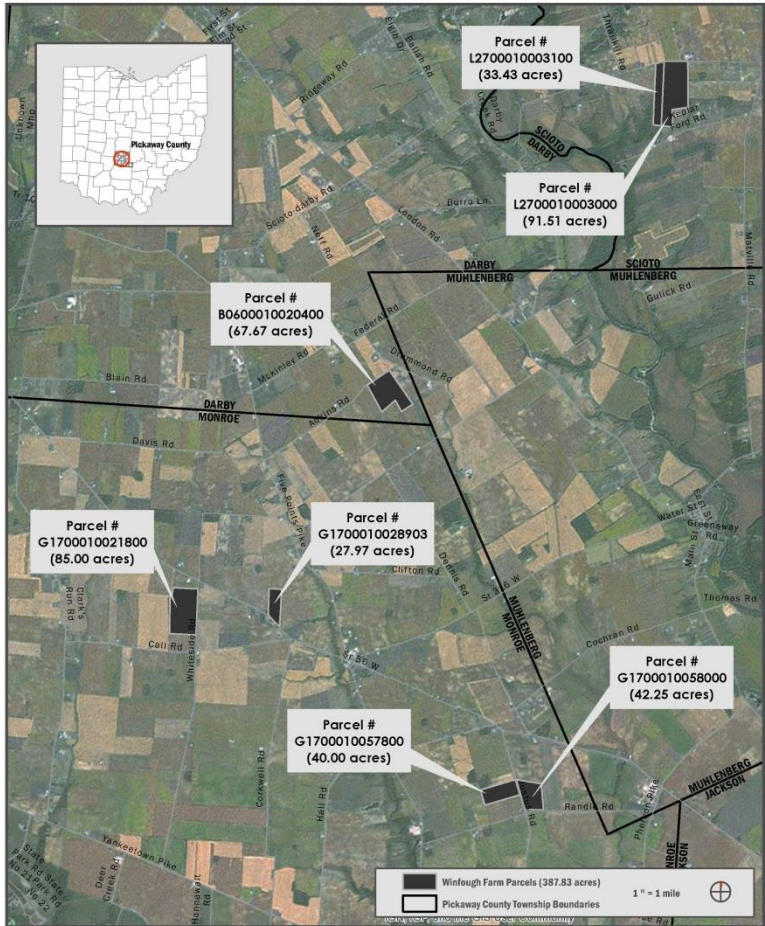
The land has been farmed for over 200 years in the Winfough family, and is currently being leased to local farmers who have expressed interest in purchasing the property from the University. CFAES wishes to accept the gift with the intent of selling it. Title will be taken in the name of the Board of Trustees of The Ohio State University. The gift comes with no restrictions on the use by CFAES.

### **SALE OF PROPERTY**

CFAES recommends that it be sold under terms and conditions that are deemed to be in the best interest of the University. It is intended that the expenses related to the costs of transfer/sale of the property will come from the cash held in the savings accounts referenced above. Proceeds from the sale will be used for an endowed scholarship for Pickaway County, support for Extension and 4-H programming, and to support planning for and construction of new facilities and/or renovation of existing facilities for CFAES.

### **AUTHORIZATION AND APPROVAL**

The appropriate offices at the University have determined that acceptance of this gift and immediate sale is in the best interest of the University. Authorization is requested to accept the gift of real estate, and negotiate with prospective buyers of the property to enter into a purchase agreement under terms and conditions acceptable to the University, and to complete a sale at a purchase price at no less than the appraised value. Other terms and conditions of a purchase agreement will be negotiated in the best interest of the University.



 Physical Planning  
and Real Estate  
2003 Milliken Road  
Suite 200, McCracken  
Columbus, OH 43220

**Winfough Farm  
Gift of Real Estate**

Prepared By: A. Kitzwill  
Board of Trustees Meeting  
November 7 & 8, 2013

(APPENDIX XVII)

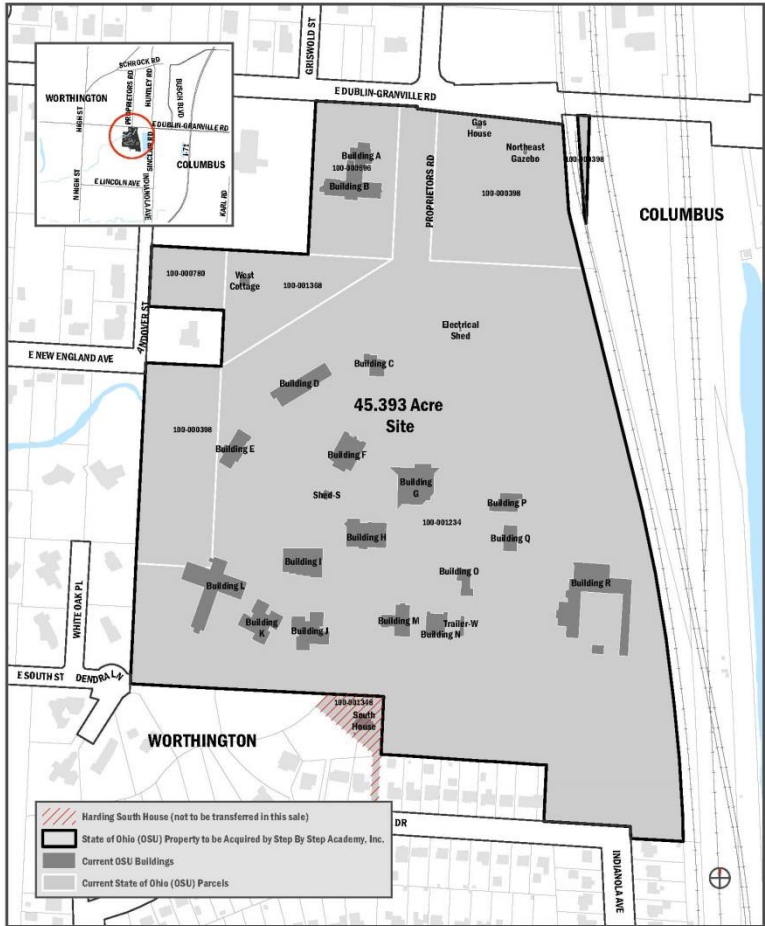
**BACKGROUND**

The Ohio State University Wexner Medical Center currently possesses property containing approximately 45.889 acres at 445 East Dublin Granville Road and Griswold Street (parcel numbers: 100-000398-00, 100-001234-00, 100-001368-00, 100-000780-00, 100-000696-00, 100-001348 and 100-000601) in Worthington, Ohio. This property was a gift from Harding Hospital, Inc. (formerly Harding Sanitarium, Inc.) and was acquired through an exempt transfer.

The property no longer serves the mission of The Ohio State University Wexner Medical Center and it has been determined that there are no desired alternative uses for the property by OSU. Appropriate University offices have determined that the site represents a disposable land asset and it is in the University's best interest to sell the property. An August 2009, appraisal of the site indicates a market value of \$5,005,000. The highest and best use of the property, as stated in the appraisal, is mixed use redevelopment.

Step-by-Step Academy, Inc., an Ohio not-for-profit corporation treatment center for children with Autism Spectrum Disorder (ASD), currently operating on a portion of the property, has presented a purchase contract expressing interest in approximately 45.393 acres of the total acreage with a proposed purchase price of \$4,500,000. The 45.393 acres consists of tax parcel numbers: 100-000398-00, 100-001234-00, 100-001368-00, 100-000780-00 and 100-000696-00. While the original appraisal included a single family residence (parcel number 100-001348) on approximately 0.496 acres, it is not transferring with this sale. Harding Hospital, Inc., having declined to exercise its first right of refusal, has granted approval of the sale of this property to Step-by-Step Academy, Inc.

As a result, authorization is requested to enter into a purchase agreement with Step-by-Step Academy, Inc., with terms and conditions acceptable to the University and a sale price no less than 90% of the appraised value. Appropriate legislation will be introduced to authorize the governor to execute any necessary deeds to convey the property from the State of Ohio to Step-by-Step Academy, Inc.



Physical Planning  
and Real Estate  
2000 Milliken Road  
Suite 200, McCracken  
Columbus, OH 43210

**Sale of Real Estate**  
**Harding Hospital Property, 45.393 Acres**  
**445 East Dublin-Granville Road, Worthington, Ohio**

Prepared By: A. Kitzwell  
 Issue Date: September 19, 2013  
 Board of Trustees Meeting

(APPENDIX XVIII)

**BACKGROUND**

**Comprehensive Parking and Transportation Plan**

As recommended in the One Ohio State Framework Plan: Next Steps, it is necessary to explore the evolution of transportation and parking at the university and to determine how to implement the Framework principle "*park once*." The purpose of the Comprehensive Parking and Transportation Plan is to recommend a comprehensive, multi-modal, transportation system that addresses the current needs and future growth of the university.

Near term Framework projects such as the Cannon Drive relocation, expansion projects in the Wexner Medical Center District, the North Residential District redevelopment, the St. John parcel redevelopment, potential changes in the Athletic District, and the redevelopment of an improved 'Eastern' entrance to campus from I-71 will impact our transportation and parking system – we must begin now to prepare strategies that address these changing needs.

Outcomes of the plan will include both near-term and long-term strategies that address the needs of drivers, integrate and improve area transit and increase functionality and safety for bicyclists and pedestrians. The result of the study will identify project priorities and estimate planning level costs appropriate for inclusion in future capital cycles. Benefits of completing this plan are to develop an integrated parking and transportation system, to better utilize all surface parking and garages across campus, and to safely move people in and around campus through all modes of transportation.

The purposed resolution is seeking approval to enter into a professional services contract to complete the Comprehensive Parking and Transportation Plan.

Project Data Sheet for Board of Trustees Approval

**Wilce – Addition and Renovation**

OSU-120136

Project Location: Wilce Student Health Center

31,207 ASF / 53,768 GSF

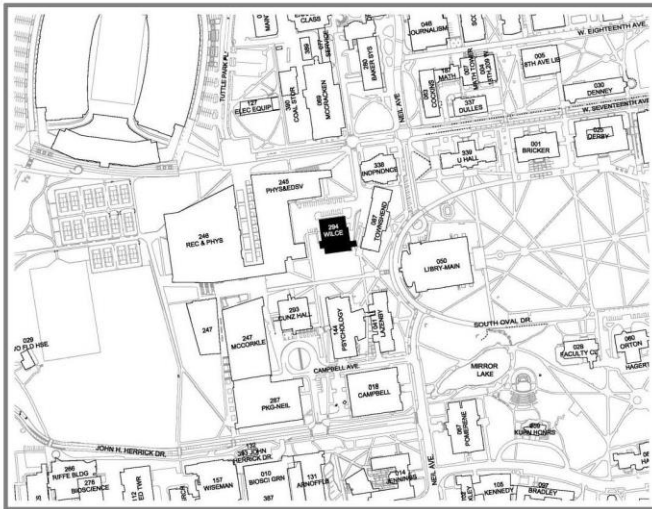
<b>project budget</b>	
construction w/contingency	\$6.6M
professional services	\$0.9M
<b>total project budget</b>	<b>\$7.5M</b>

- funding sources**  
auxiliary funds (\$7.5M)

<b>project schedule</b>	
design/bidding	11/13 – 08/14
construction	09/14 – 05/15



- project scope**
  - the project will renovate the main entrance and patient registration and reception areas on the first and ground floors; expand the pharmacy and create a convenient care clinic; and upgrade other ground floor space
  - this project will construct a two-floor addition on the south side
  - as part of this project, the building will be connected to the chilled water loop and the fire alarm will be upgraded
- approval requested**
  - approval is requested to move forward with design and construction



- project team**  
 University project manager: Kristin Poldemann  
 AE/design architect: Perspectus Architecture  
 CM at Risk: Corna/Kokosing Construction

(APPENDIX XIX)

**BACKGROUND**

In February 2012, The Ohio State University (OSU) entered into a Memorandum of Understanding with the County of Marion for the extension of County Road 221 (University Drive) along the west side of the OSU Marion campus. This project will extend County Road 221 along the length of the campus boundary and provide a new entrance to campus. As the extension connects at the existing State Route 529/Marion-Edison Road intersection, a realignment of SR 529 will improve traffic safety in the area. Consequently, OSU, the County of Marion, and the Ohio Department of Transportation (ODOT) are coordinating the performance of this project.

In exchange for providing the necessary land for the extension project, OSU Marion campus will receive a new campus entrance drive with appropriate traffic control and signals, roadway storm drainage, signage, and landscaping. In addition the project will construct a 10-foot multi-purpose pathway with pedestrian lighting along the eastern side of the new road extension.

The County of Marion will be responsible for all construction under the temporary roadway easement areas and will be responsible for all maintenance and operation of the perpetual roadway easement area upon completion of the construction under its perpetual roadway easement. ODOT will be responsible for all maintenance and operation of the roadway under its perpetual easement once the County of Marion completes the construction of the roadway improvements within ODOT's perpetual easement area. OSU Marion will assume responsibility for the ongoing maintenance associated with the project installed landscaping, lighting, and multi-purpose pathway. These maintenance expenses will be paid out of OSU Marion operating funds.





Roadway Easements Between  
The Ohio State University and the County of Marion  
and  
The Ohio State University and the Ohio Department of Transportation

Physical Planning  
and Real Estate  
2003 Milliken Road  
Suite 200, McCracken  
Columbus, OH 43210

Prepared By: C. Keeney  
Issued: 10/28/2013  
Board of Trustees Meeting

November 8, 2013 meeting, Board of Trustees