

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

Columbus, Ohio, June 2-3, 2016

The Board of Trustees met on Thursday, June 2 and Friday, June 3, 2016, at Longaberger Alumni House, Columbus, Ohio, pursuant to adjournment.

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Minutes of the last meeting were approved.

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June 3, 2016 meeting, Board of Trustees

The Chairman, Mr. Shumate, called the meeting of the Board of Trustees to order on Thursday, June 2, 2016 at 2:03pm.

Present: Alex Shumate, Chairman, Linda S. Kass, Michael J. Gasser, Janet B. Reid, William G. Jurgensen, Jeffrey Wadsworth, Clark C. Kellogg, Timothy P. Smucker, Cheryl L. Krueger, Brent R. Porteus, Erin P. Hoeflinger, Alex R. Fischer, Abigail S. Wexner, Alan VanderMolen, Halie M. Vilagi, and Lydia A. Lancaster.

Mr. Shumate:

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

Dr. Thompson:

A quorum is present, Mr. Chairman.

Mr. Shumate:

I hereby move that the board recess into executive session to consult with legal counsel regarding pending or imminent litigation, to discuss details of security arrangements, to consider business sensitive trade secret matters required to be kept confidential by Federal and State statutes, and to discuss personnel matters regarding the appointment, employment, and compensation of public officials.

May I have a second?

Upon motion of Mr. Shumate, seconded by Dr. Wadsworth, the Board of Trustees adopted the foregoing motion by unanimous roll call vote, cast by trustees Shumate, Kass, Gasser, Reid, Jurgensen, Wadsworth, Kellogg, Smucker, Krueger, Porteus, Hoeflinger, Fischer, Wexner, Vilagi, and Lancaster.

Dr. Thompson:

Motion carries, Mr. Chairman.

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The Chairman, Mr. Shumate, called the meeting of the Board of Trustees to order on Friday, June 3, 2016 at 9:59am.

Mr. Shumate:

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

Dr. Thompson:

A quorum is present, Mr. Chairman.

Mr. Shumate:

Thank you and thank all of you for being here this morning and for joining us for our June board meeting. So that we are able to conduct the business of this meeting in an orderly fashion, I would ask that the ringers on all cell phones and other communication devices be turned off at this time and I would ask that all members of the audience observe rules of decorum proper to conducting the business at hand.

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Before we get into our business this morning, I would like to welcome our newest board member, student trustee, Lydia Lancaster. Welcome. Lydia is from Dexter, Missouri, a small, rural community in Southeast region of the state. Agriculture is the foundation of that region's economy, and her family is one of many farming families in the area. Lydia is currently a student in the College of Dentistry. She completed her Doctor of Dental Surgery this spring and is continuing her education with the Masters of Dentistry, Orthodontics Residency Program, which she expects to complete in the Spring of 2019. Lydia received her bachelor's degree in Biology from Rhodes College in Memphis, Tennessee. Welcome to the board.

Lydia, I hope someone let you know that we put you right to work on the board. I would like to call on you to present the Student Recognition Awards.

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### **STUDENT RECOGNITION AWARDS**

Dr. Lancaster:

Thank you Mr. Chairman. I would like to call Paige Sinclair and Noor Abushagur up to the table, please. I would like to personally congratulate each of you.

Paige Sinclair was born and raised in Medina, Ohio. In 2013 she graduated with honors from OSU's College of Pharmacy with a Bachelor of Science in Pharmaceutical Sciences and is now a P4 student in the graduate professional PharmD program.

Not only does she excel in the PharmD curriculum, Paige has been a founder and driving force over the last 20 months for the College of Pharmacy's new mental health initiative. She is a student leader who is very passionate about addressing the mental health needs of students within the College of Pharmacy. She, along with two of her student colleagues (Amy Fabian and Kiersten Pasternak), started a grassroots effort to address student mental health in the fall of 2014. As a result of her work, the College of Pharmacy now has an embedded mental health counselor in the building two days per week.

Recently, Paige, her colleagues Amy and Kiersten, and Associate Dean Dr. James McAuley, reassessed the mental well-being of PharmD students after the implementation of various mental health and wellness programs and the addition of the part time counselor. The results have shown a shift in the culture surrounding mental health awareness, stigma, and discussion within the College of Pharmacy.

Paige has also played an active role in the community and has developed and coordinated biweekly topic discussions at Southeast, Inc, a comprehensive mental health and recovery organization serving diverse populations, regardless of their economic status. The topic discussions have allowed pharmacy students to learn how to communicate with and interact with individuals who suffer from severe mental illness and ultimately end the stigma of mental illness.

After graduation, Paige hopes to pursue a PGY1 (Postgraduate Year One) Pharmacy residency in a hospital or VA (Veterans Affairs) medical center. She also hopes to complete a PGY2 in psychiatric pharmacy, with her ultimate goal to become a board certified Clinical Specialist in Psychiatric Pharmacy. Congratulations, Paige!

Our second student is Noor Abushagur. Noor Abushagur is a third year student at OSU's College of Optometry. Born and raised in El Paso, Texas, she graduated from Franklin High School in 2009 and went on to receive a Bachelor's degree in Biomedical Sciences from The University of Texas at El Paso.

During her time at Ohio State, Noor has been a part of various aspects of the university. She is the secretary of the Inter-Professional Council student government, has served

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on multiple committees throughout the university, and is involved in many of the organizations at the College of Optometry. She also works for the OSU Havener Eye Institute, as well as EyeCare Professionals, a multi-doctor practice in Powell, Ohio.

Although often busy with campus activities, Noor still makes the time to give back to those in need. Locally, Noor has served her community by helping with glaucoma screenings for the National Optometric Student Association. Nationally, she has helped the Lion's Club by volunteering for Camp Abilities Alaska, a sports camp in Anchorage for visually impaired children. The camp is designed to empower children to be physically active and to teach children that they have the ability to participate in sports and outdoor activities regardless of their impairments.

This August, she is thrilled to make an international impact by traveling to Guatemala on behalf of Student Volunteer Optometric Services to Humanity. While in Guatemala, she will help provide extensive eye care and distribute free glasses to impoverished communities.

Upon graduation, Noor plans to remain a part of the College of Optometry through a fellowship or residency. Eventually, she would like to make her way back to her home state of Texas and be a part of a multi-doctor private practice. Whatever path Noor decides to take she knows her Buckeye pride will always be there with her. Congratulations, Noor!

Ms. Sinclair:

Thank you very much for having me today. This is quite an honor. I am very humbled to be here. When I started of doing all of my work with mental health in the College of Pharmacy, and this is true for anyone who is passionate about something, I did not start it for recognition or to put on my CV (curriculum vitae). I started it because I was truly passionate about it. I was not expecting any recognition. It is a great honor to be recognized and know that what we have done at the college has impacted people.

I just want to say a couple words of thank you to my parents who are with me today. They have been an inspiration for all of this. My dad does suffer from some mental illness, so he has been a huge driving force in why I am passionate about this. My parents have been very supportive along the way by encouraging me to keep going and spreading the word about mental illness and the stigma.

I would also like to thank Dr. McAuley, who Lydia mentioned in my bio. He was very open to hearing student ideas. He has always been a really good advocate for the students. He was unable to attend today, but I did want to thank him because he has been so supportive and any problem that students have, his door is always open and we can bring it up to him. He was really instrumental in helping us get the counselor, so I would like to thank him.

I would also like to thank Joe Orozco, the director of student affairs in the College of Pharmacy. He was also very receptive and instrumental in helping us. I would not be here accepting this award without their help.

I am very proud to say that we do have a counselor now at the College of Pharmacy, specifically for the PharmD students who we share with the College of Optometry. It has been great to see him take off into his new role. I have had a lot of feedback from my fellow students who are very thankful for what we have been doing and have someone to go to. We felt that we needed our own counselor in the College of Pharmacy because, as a graduate/professional program, the challenges we face are sometimes different than those of undergraduates. We have already been away from home and experienced cutting the ties. We are now in a different part of our career, which is much more high pressure and the stakes are a lot higher. It is nice to have someone there to talk to and

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to also have someone to talk to that also understands the program and is specifically there for us.

In closing, I wanted to share one of my proudest moments from this initiative. Recently, there was a student, whom I know, and was writing some things on Facebook, that as I was reading, I was concerned. Red flags were going off and I thought that maybe he was a danger to himself. I contacted our new counselor to tell him. I told him, "I do not know if you know, but I am worried about so-and-so. This is what he wrote and said maybe you should reach out." The counselor wrote back to me within a couple of minutes and said, "Thank you for alerting me, but multiple students have already reported this to me." I was really impressed with that. It is obviously not a good situation that we were worried, but it was great to see that the other students were picking up the slack and that they noticed the problem and were not afraid to go to the counselor and utilize him. The student is fine and is doing well now. It was a really proud moment for me to know that the counselor is utilized and that people are taking to heart what we have been discussing.

Thank you again for having me.

Dr. Lancaster:

Noor, any words you would like to share?

Ms. Abushagur:

Yes, I have a little cheat sheet.

First and foremost, I would like to thank the Board of Trustees for selecting me to receive this award. I am completely humbled to have been selected for this prestigious honor. I would also like to thank the board for all the work they do to make this university so wonderful. I am so proud to be a Buckeye.

I would like to thank my parents for always encouraging me to pursue my dreams. Deciding to move from Texas to Ohio was a tough decision to make, but I can honestly say that it was the best decision I have ever made.

My first year of optometry school was the most challenging experience I have ever encountered, but at the end of it all I could not believe how much I was capable of learning. I would like to thank Dean Zadnik for always having an open door policy and welcoming students into her office to catch up on things. Our dean takes the time to write birthday cards and holiday cards for all of the students. She arranges meetings with us to ask about how we are doing and what changes we would like to see at the college and even manages to teach us some courses. How on earth does she have the time? Our dean has done so much for our college that I cannot summarize in a couple minutes, but I would just like to say that I admire and appreciate it every day.

I distinctly remember how mortified I was the first time I went to the office of our assistant dean, Dr. Earley, to ask for help in his course. He is the most intelligent professor I had ever had, what could I possibly ask him that would sound like an intelligent question? After that visit I finally decided that it was okay to ask for help when I needed it and that is when I saw myself grow ten-fold. One year later, I did one of my very first comprehensive eye exams on Dr. Earley, something that the timid first year version of myself would have never thought possible.

IPC (Inter-Professional Council) has been one of my favorite aspects of being an OSU student. It has given me the opportunity to facilitate cooperation between optometry and all of the other healthcare professions. I would like to thank Dr. Mutti for always being a familiar face at IPC meetings and for always encouraging me to be more involved when

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I can. Aside from being the IPC advisor, his optics course was one of my favorites and his passion for teaching is truly remarkable.

Last but not least, I would like thank two individuals who have personally helped me grow the most. Dr. Vondolee Delgado-Nixon and Dr. Goedde. Both of them are tough professors, no doubt about it. They expect nothing less than the best, but they are also the most compassionate professors to those who are willing ask for help.

Dr. Vondolee Delgado-Nixon, I would like to thank you for drawing pictures in class, for arranging weekly meetings with students to make sure they are understanding your materials, for driving me home when you saw me at the bus stop in the snow, for emailing me after a midterm to let me know how excited you were about my grade, and for treating me to lunch at the end of a long semester. These small gestures mean more than you know.

Dr. Goedde, you are the attending that everyone is afraid of, yet you are the attending who has always calmed me down when my nerves are getting the best of me. Thank you for always keeping me on my toes and for putting up with vertical phoria. Most of all, thank you for encouraging me to trust my instincts. You have perfected the art of being tough, but so very kind. Thank you for bringing cookies when you knew we needed them most and for comforting me when I cried in your office because I was so sure I failed direct proficiency. At least I can laugh about it now.

Any subject is fascinating if it is taught by someone who loves it. That is what I can honestly say about the faculty at the College of Optometry. They have made my job as a student infinitely more enjoyable and I find myself more motivated than ever to learn what they have to offer. The College of Optometry is a family and the connections I have made here along with the skills I have learned will resonate with me regardless of where I end up in the future. Thank you.

Mr. Shumate:

Isn't it wonderful to see all of the support that our students receive? Let's give them all a round of applause.

To our students let me say you are the embodiment of why we exist. I especially appreciate each of your kind comments about the faculty members who have inspired you. That fits perfectly with the theme of today's meeting with our focus on our faculty and reminds those faculty members in the audience exactly why they chose this profession in the first place.

Speaking on behalf of the board, I wish you great success in your future endeavors. Let's give them and their families a round of applause.

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### **DISTINGUISHED UNIVERSITY PROFESSORS**

Mr. Shumate:

Today is a unique day for us. Not only do we recognize students at this meeting, we also have the opportunity to recognize three outstanding professors who make the Ohio State experience so rewarding for students through the conferring of the Distinguished University Professors.

With us, we have three outstanding recipients who have contributed to the teaching, research, and service missions of the university, and have inspired a generation of students like those we just recognized. Congratulations to Professors John Byrd from

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the Department of Internal Medicine, Peter Culicover from the Department of Linguistics, and Tina Henkin from the Department of Microbiology.

I would now like to ask our newly announced provost, Dr. McPheron, to present the Distinguished University Professors. Bruce, it is a wonderful to have one of your first official duties as provost to be presenting the Distinguished University Professors. After we hear from Bruce we will then take a few moments to hear from each recipient, in their own words, about their outstanding work.

Dr. McPheron:

Thank you, Mr. Chairman. I could not agree more that this is an exceptional treat to have this sequence of events. This morning, we celebrate the highest honor that the university bestows on a faculty member, the conferment of the title Distinguished University Professor. Thus far, the university has conferred this permanent, honorific title on a total of only 53 other faculty members.

This program has a rigorous selection process. Each August, the Office of Academic Affairs sends a call for nominations to recommend faculty for this honor. Department chairs, school directors, or faculty awards committees forward their nominations to their college deans. Deans develop a college-review process, solicit support letters nationally and internationally, and forward their final nomination decisions to the Office of Academic Affairs. Vice Provost for Academic Policy and Faculty Resources, Kay N. Wolf, oversees this program, as well as other university-wide awards that our office sponsors.

Selection committees are chosen from among the members of the President and Provost's Advisory Committee. I would like to thank this year's committee members for their time and commitment to the selection process. The committee's chair was Dr. Randy Nelson, Distinguished University Professor, the Dr. John D. and E. Olive Brumbaugh Chair in Brain Research and Teaching, and also the chair of the Department of Neuroscience. Other committee members included: Distinguished University Professor Julia Andrews, Department of History of Art and, as the Academic Affairs Committee heard yesterday, this year's Guggenheim award recipient; Ohio Eminent Scholar Bharat Bhushan, Department of Mechanical and Aerospace Engineering; and Terry Miller, Ohio Eminent Scholar Emeritus in the Department of Chemistry and Biochemistry.

The Distinguished University Professor designation includes automatic membership in the President's and Provost's Advisory Committee. In addition, the Office of Academic Affairs designates a one-time cash award of \$30,000 to each of these Distinguished University Professors to be used for their scholarly work.

Members of the board, I am honored to recommend three esteemed colleagues for the designation of Distinguished University Professor: John C. Byrd, MD, D. Warren Brown Designated Chair of Leukemia Research, Director, Division of Hematology, Department of Internal Medicine, College of Medicine; Peter W. Culicover, PhD, Humanities Distinguished Professor of Linguistics, Department of Linguistics, College of Arts and Sciences; and Tina M. Henkin, PhD, Robert W. and Estelle S. Bingham Professor of Biological Sciences, Department of Microbiology, College of Arts and Sciences.

I would like to ask that the three professors please come forward and be seated at the speakers table. Before the conferment of the titles, I would like to say a few words about each of these internationally respected colleagues.

Dr. John C. Byrd works to identify initial therapy protocols for certain vulnerable groups of patients and combinations of agents to secure the long-term control of chronic lymphocytic leukemia. An industry collaborator and holder of 10 patents, his work is published in nearly 400 peer-reviewed publications. Dr. Byrd earned his medical degree

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from the University of Arkansas and an internship and a residency in internal medicine at Walter Reed Army Medical Center.

Professor Peter W. Culicover, an internationally recognized authority on linguistic theory, is a pioneer in cognitive science and its relationship to mental representations of language, syntax, grammar, and language acquisition. He has written or co-written 16 books, more than 75 articles in peer-reviewed publications, and dozens of other addresses and conference proceedings. Professor Culicover earned his doctorate in linguistics from Massachusetts Institute of Technology.

Professor Tina M. Henkin's discoveries about RNA (ribonucleic acid) molecules are of such fundamental importance that they led to a new research field. In addition, she is the co-author of a major textbook in the field of bacterial genetics, more than 100 articles in peer-reviewed publications, and the holder of two patents. Professor Henkin earned her doctorate in genetics from the University of Wisconsin and was a post-doctoral researcher at Tufts University Medical School.

Ladies and gentlemen, please join me in congratulating the 2016 Distinguished University Professors. With some trepidation because I have to start with, "you get three minutes each", I would like to have each of you say a few words about your work. Dr. Byrd, let's start with you.

Dr. Byrd:

I have prepared a script, because I get very nervous. I want to thank the university leadership and the Board of Trustees for receipt of this honor today. This is a wonderful endorsement of my family and professional team's effort. This team includes my parents, John and Carol Byrd, who supported me always and continue to do so from earth and heaven. It includes my wife Laura and sons Edward and William, who have been continually supportive and inspirational. Laura, in particular, you truly are a saint. I must thank my mentor Michael Grever and also the D. Warren Brown Family Foundation that provided 15 years of emotional and financial support and is part of my academic chair. Finally, I must thank my clinical and research team members, some of whom are here. All of these members are special whether they are here or not. Those here today, thank you for sharing the receipt of our award.

My research focuses on developing targeted drugs for chronic lymphocytic leukemia (CLL), the most common blood cancers. Targeted therapies have the advantage of treating cancer in a more effective way without side effects. At the time I started my research career, the field of investigators did not believe targeted therapies could be developed for CLL. It had only been done in one or two types of cancer that were very simple. CLL was simply too complicated of a disease for this to work.

Working with other investigators both in and out of OSU, our team was able to show that this was not true. In five years, we were able to change the treatment of a disease from involving toxic chemotherapy to taking three pills a day with low side effects and good disease control. With the pill ibrutinib, we can now have hope that CLL patients will live as long as they would without this disease. We are blessed to have many of these patients come back now and share the stories of how they are contributing to improving the lives of others in Ohio, the United States, and around the world. We have also seen the benefit of seeing personal friends benefit from ibrutinib.

Where do we go from here? As a team, we must not be afraid to move into new areas where we can continue to be impactful and change patients' lives and also training the next innovative group of scientists. This is truly my focus. Hopefully, one of my team members will be in front of you five years from now receiving this for their team's impact on acute myeloid leukemia, another type of devastating leukemia we are focusing on now. This is certainly my goal and I truly believe it can happen at OSU.

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I do want to take a moment in front of all of you, as this may be the last time I am in front of all of you, to provide strong affirmation to the effort President Drake is making to improve diversity and affordable education at all levels. While I do not like to talk about myself, my own story maybe exemplifies that these programs can work to bring diversity in all forms.

I grew up in the poorest county in Arkansas, which is 49th in wealth. This is why as Arkansans; we are always thankful for Mississippi. Our family income was only modestly above poverty level. I was the first member on both sides of my family to graduate from college. This came only from my parent's hard work, sacrifice, and commitment. At several points it took schools saying payment could be late. It took foundations supporting what my parents could not. The affordable education for my high school, college, and medical school made it possible for me to be here today. I was able to pick the career of a physician scientist without encumbering debt.

I was blessed in another way, by the grace of God, in not losing my way navigating a new world. Enhancing diversity was not something in the forefront and there was not an active program at Hendrix College or UAMS (University of Arkansas for Medical Sciences) that educated me about the next step. This was completely foreign to my background but I was able to find it luckily with individuals helping me.

Coming from this poor, uneducated background gives perspective at the bedside of patients and also with co-workers and leaders at OSU. OSU is a great place but support of diversity for people who lack means, are of color, or female gender, will make it better. The program that President Drake is trying to bring forward is therefore very important to Ohio State. We also must not forget our academic mission that is also essential for changing the lives of others in the future. Affordable education, enhancement of diversity, and academic mission can be accomplished in parallel with synergistic success. I thank you for supporting this. I also thank you for the honor today on behalf of my whole family and professional team.

Dr. McPheron:

Peter, we shall turn to you.

Dr. Culicover:

I would like to thank my family, my colleagues, and the board for this honor. I am very humbled.

I want to say that it is an honor to be part of this fantastic university. I was not going to mention this, but since John did, I too grew up poor, but I was able to go to college because I went to the City College of New York, which was free of tuition when I was a student. That made it possible for me to get a bachelor's degree and become an academic. I think it is very important that we make educational opportunities available for everyone who can do it and take advantage of it.

I have been asked to tell you a little about my work and it will take two minutes and 34 seconds. In a word, I am a linguist. I study Language with a capital L.

Many people who haven't encountered linguistics as a scientific discipline think that a linguist is someone who knows a lot of languages. I am not that sort of person. Rather, I am interested in figuring out how language works and why it works that way. Not just a particular language, like English or German or Italian, but Language with a capital L.

In order to understand Language, it is helpful to know or at least study some real languages and understand how they work. I have spent a lot of time thinking and writing about the ins and outs of English and a few other languages; how sentences are put together; and why some ways of stringing together words strike us as perfectly normal,

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like “How long do you think this guy is going to keep on talking about his obsessions?”. While other arrangements of words are somewhat or completely unacceptable, like “How long, this guy, about his obsessions, keep talking do you think he’s going to?” This sounds a lot like Yoda.

The question is, precisely what is it about English that makes it English and not Yoda-Speak? The operative word here is “precisely.” We want to say as precisely as possible what it means to know English (and German, and Italian, and so on). This brings us to more general questions: Why are these the rules, exactly; What are the limits of variation in the rules across languages, and why; and if non-humans, say dolphins or Klingons, had language, would it look like a human language in terms of its rules and its basic organizational properties?

This last question hints that there are scientific issues that go beyond the description of the rules of languages, that touch on how human language is a human creation that is represented in the mind; this is part of what we call cognitive science. The linguist/cognitive scientist, or at least this linguist/cognitive scientist, find themselves investigating what it is about the human mind that might explain why Language, with a capital L, is the way it is. What’s going on in our heads when we produce or understand a sentence? Given that a language has rules, what form do these rules take in our mind? How do these rules get into our heads?

In my work I’ve offered explanations of how our judgment of the acceptability sentences is sensitive to the complexity of the processes by which we compute their meanings as we hear them word by word. And I’ve developed computational models of how a language learner might formulate and refine hypotheses about the rules of a language given sentences of the language and some information about what they mean.

Thank you for giving me the opportunity to share my obsession with you.

Dr. McPherson:

Tina, say a few words, now would you? Wait, that did not come out quite right.

Dr. Henkin:

That is good! You sound like Yoda.

I first want to thank the Department of Microbiology and College of Arts & Sciences colleagues who have supported me through the years, notably my current department chair, Mike Ibba, my former department chair, John Reeve, who recruited me to Ohio State, and Deans Mandersheid, Williams, and Hadad. I’ve been fortunate to work with a terrific cohort of faculty and students, and all of the research in my lab has been an amazing partnership with my husband, Frank Grundy. I also want to thank my daughter Lorena, who is busy with her own research project this summer, for her patience through the years, growing up in a unique lab playground and listening to endless “science talk.”

Since my first classes in biology, I’ve been fascinated by how biological systems can use basic molecular mechanisms to integrate complex layers of environmental information. I chose to study bacteria both because of their importance in everyday life on our planet and because I thought that simpler cells would be easier to understand. But it turns out that even “simple” cells are in fact very complicated.

Work in my lab focuses on how bacteria sense physiological signals and use that information to make key decisions about gene expression. Like all cells, bacteria have the ability to figure out what they need to do in a rapidly changing environment, and respond by turning on the genes they need and turning off those they don’t need at that particular moment.

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Our work uncovered a novel set of genetic regulatory elements called “riboswitches.” These are RNAs that can recognize specific signals, and shift their structure in a way that turns specific genes on or off. This line of research came about as the result of a lucky accident. We were studying something else, cloned a gene we didn’t intend to clone and decided to investigate it. What started as a hobby project eventually took over the lab and has led to the birth of a research field that engages dozens of labs around the world and includes efforts to develop new classes of antibiotics that target these mechanisms. This provides a great example of how exploration of basic mechanisms can yield important practical outcomes.

Along with my role as a faculty member, I’ve recently taken on a new role as associate dean for faculty affairs in the College of Arts & Sciences. Most people who hear this are surprised. Why would an accomplished scientist choose to do this rather than focusing completely on research? The answer is that I believe strongly that the best way to build a better university is to hire great faculty, and support their success! This role is my opportunity to pay forward the support I’ve received over the years to develop the next cohort of scholars at Ohio State. I look forward to continuing to serve this great university.

Thank you all for your attention and thank you for this wonderful honor.

Mr. Shumate:

Thank you. Are there any board members who have comments or questions?

Dr. Wadsworth:

The students before you, some of you, and I know many of us around the table, all were influenced by an educator, somebody who turned us in the right direction. I am interested in the balance you find between your role as an educator and your research role and how that has changed over time. Is there a sense of where it should be and are we getting the balance right?

Dr. Henkin:

I would say that for me, my role as an educator is a balance between what I do in teaching undergraduates and what I do in teaching graduate students. In terms of graduate students, I have a lot of opportunities to interact with students individually. In terms of undergraduates, I teach a general biology course of 140 students and one of my regrets is that I do not get to interact with those students as individually as I would like, but they do come up and talk to me and I get to talk to them.

Dr. Culicover:

For me, a passion is teaching undergraduates and discovering an undergraduate in whom I see a gift or an interest in language and the ability to pursue that. I am doing research all the time, especially when we are teaching introductory material we are doing research at a very fundamental level. There really is no difference, I think. It is always there.

Dr. Byrd:

I will just say that at the medical school level it is a continuously moving target because medicine is changing and the practice of medicine is changing. It has changed in a good way to keep up with being able to provide impactful care for patients.

Dr. Wadsworth:

Thank you very much. By the way, our secretary is from Mississippi.

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Dr. Byrd:

Thank you!

Mr. Shumate:

Are there any other comments? It is nice to have humor in this business as well, right?

Dr. Reid:

A billion years ago, I was a scientist. To see you come and give this university not just a brain but also with such a heart, such a passion, and such a love. All of us have encountered many smart people over the years. When you put smart together with caring that is when you impact people's lives.

I want to thank you for bringing your brains, your hearts, and your hands as well. On behalf of all of us, we have deep gratitude.

Mr. Shumate:

Any other comments or questions?

Ms. Krueger:

I had the pleasure of having Dr. Byrd and his wife to my home a couple of years ago for a fundraiser and really appreciate his work. What is impressive about it is his humility and his stick-to-it-ness to get this disease figured out. What really resonated with me was when he was sitting across the table with someone who was directly impacted by his findings. He has allowed this man to live and be able to see his grandchildren be born and to continue on with his life. What you think about is that it is not just the lab work, but that it affects people's lives daily. We are so grateful that we have this caliber of researcher here at Ohio State.

Point number two; I too appreciate your comments about first generation and affordability. My parents were poor. They could not afford to send me to college. I went to a branch campus for the first two years and was on campus for the last two. It was life changing for me to have a teacher that encouraged me to go to college. That was a game changer because my parents did not. I find your comments very heartfelt and that encourages the Board of Trustees to continue on our path and journey to discover how you can get a first class education but at an affordable price. Thank you for your words of encouragement to keep us focused.

Mr. Shumate:

Thank you, any other comments?

Again, on behalf of the board let me thank you for not only being leaders in your respective fields, but also what you are doing for our future generations in terms of teaching our students. Your scholarship and service are remarkable and you are each very deserving of this recognition. Thank you very much.

What a wonderful celebration to start our meeting. From the students who bring their energy and curiosity across campus to recognizing our distinguished faculty and their scholarly achievements, we are again reminded of the important bond between student and teacher and the vital role that education plays in our society.

The first order of business on our agenda is the minutes of the April meeting of the Board of Trustees, which were distributed to all members of the board. If there are no additions or corrections, the minutes are approved as distributed.

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Mr. President, we will now return to your report.

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## PRESIDENT'S REPORT

President Drake:

Great to see everyone here this morning. Good morning. I'd like to first take a moment to acknowledge Alex Shumate in his role as board chair. Alex has served in this position before, but this is his first meeting in his current term and it is nice to have you in this seat and I am looking forward to working together in the coming years.

I would also like to welcome our new student trustee Lydia Lancaster. Lydia is a graduate fellow from the College of Dentistry and will be much valued. You were in the Shoe just about a month ago and that was a great day. It is great to have you here with us today.

Alex had mentioned Bruce McPheron joining us now. We have shortened your title a bit and that is a good thing. We are very happy to have you on board, Bruce. Bruce is a nationally recognized researcher, teacher, and leader. As provost, he will work closely with faculty, staff, and students to ensure that the university continues to advance its national influence and impact in multidisciplinary research, cutting-edge teaching and learning initiatives, and exemplary community and civic engagement. Thank you for being on board, Bruce.

One of great privileges of being at Ohio State is seeing the impact and meaningful contributions made each day by our students. The end of the academic year last month provided the opportunity to reflect on a number of those impacts.

At Spring Commencement, we celebrated the largest graduating class in university history with 11,235 degrees awarded. We also welcomed Dr. Anthony Fauci, a worldwide leader in fighting infectious diseases. His address resonated for its message to "expect the unexpected" in life and how the preparation that an education provides is crucial in seizing those unforeseen opportunities. Tina had also mentioned that in her comments this morning. It was nice introducing Tony Fauci because it was one of those rare times you can say his career spanned A-Z because he began by working on the AIDS epidemic and now is working on Zika.

At the ceremony, I asked first-generation graduates to stand. That is about 1 in 5 of our graduates. About 1,400 of our undergraduates were the first in their families to gain a college degree, which is an amazing transformation. It is a transformation in the moment. It is an achievement in the moment. As we think about people we know, perhaps in our own lives, it tends to be a transformation for generations following because it really does raise the family's prospects in the future, over and over again. What a great transformation it is and what a privilege it is to participate in that.

One of those students, whose inspiring story of coming from the foster system to graduate debt-free with a degree in social work, has been featured nationally and was mentioned in the important contributions of our Young Scholars Program, which helped to find her when she was a high school student and give her a pathway forward. She, like so many other foster children, had been in eight high schools during her time. It is much more likely for someone in foster care to be in the penitentiary than it is for them to go to college. It is an amazing thing for someone to graduate and for her to graduate debt free was really a great achievement. We are very pleased the program was able to help.

Young Scholars reaches out to students while they are in middle school and high school and represents one of the ways we open our doors even wider for those who are the first in their families to earn degrees with life-changing effects that continue to echo for

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generations. As you know, the university has committed to supporting an additional 15 Young Scholars this coming year along with an additional 35 Morrill Scholars committed to academic excellence and diversity. That will be 50 additional scholarships offered this spring. The incoming class will have 50 additional scholarships to help more students of this type.

This is in addition to the expansion of our affordability grant program. Last year we provided affordability grants to 12,000 students on the Columbus campus. This year we are raising the income ceiling by a few thousand dollars. We will have more students on the Columbus campus eligible. We are also including students on the regional campuses. We will move from 12,000 students to 15,700 students who will be impacted by the affordability grants this year. We are very pleased to be able to do that.

I am also pleased to share that we are holding tuition, dining, and housing costs flat for the second year in a row. Last year was the first time we were able to do that in 40 years. Now we are able to do it again for a second time. These things will not be able to be held flat forever, but being able to do that for two years while increasing our need based aid will make a real difference for a great number of our students. I am very pleased about that.

I am also pleased to announce that we are having another year of historic record support from our alumni and friends. Last year we had the largest dollar amount in cash receipts than we had in our history. Our pledges were slightly below our all-time record last year because we had changed to a more conservative accounting method, but they were very similar. It is nice to know that this year, year-to-date in fact, our pledges have exceeded our all-time goal. We have more gifts and pledges at this point than we have ever had in a year. June is still our second biggest month to go and we are now at \$411 million this year in gifts and pledges. That is terrific and we are really pleased with the trajectory this support has taken. This is a tremendous achievement and a testament to the incredible generosity of Buckeye Nation in supporting the work of our faculty, staff, and students.

We also had a record number of applicants to our university this year and our admitted class has the highest qualification parameters and the highest grades and test scores that we have ever had. Our diversity percentages, because we had a larger class, did not change much, but the number of students from underrepresented backgrounds increased significantly. We will have more students on campus from those backgrounds as well. There are a lot of things moving in the right direction and we are really pleased to see that happen.

Just a few moments ago, you heard from our Distinguished University Professors. I was going to say nice things about them, but maybe I will say nice things to their chairs. I will say a nice word about CLL to John Byrd. We heard about the great work and are excited about that. A benefit, I was with the Oval Society members on the sidelines of the Shoe last fall when they were about to be recognized. One of them there was a woman who was married to a man diagnosed with CLL, who had his life extended. She was so grateful for that. Oval Society members are people who have given at least \$1 million. We had a donor on the sidelines with her own family celebrating because she had been helped by the work we have done. What a nice thing that was.

I was also pleased that Peter was talking about his work in linguistics. My mother was an English teacher and I remember the importance of what you say and how you say it. I was taught that from an early age. I think it is extremely important and I think that it is great that we are able to study that.

I also liked hearing what Tina was saying about science, about the preparatory nature of broad education, and the accidental nature of science; that you do not know necessarily what you are going to be discovering or what it is going to be used for. You

just follow your education or follow what you know and you find clues that lead you down pathways.

Distinguished Professors have this great thing that is true about them. They tend to be people that have changed the way the people in the world who are the experts in their own fields think about that thing they know the most about. Each of the three people who were here before us really changed the way the world experts in their own fields think about what they are doing. That is a great testament. They all mentioned this and I think it was important. They all mentioned the people that they worked with. They mentioned their families and how supportive their families are and love their families and how much that means to them. They also mentioned the team of people that helped to make them better and helped them to do more than they could have imagined before. Many of them said that they feel that they share any recognition that they get with those people who have made it all possible. That was great to hear from them.

Their research work at the highest level is also tied with their teaching. These two things are not separate. They really inform and enhance each other and that is really something we have to continue sharing. There is a lot of discussion about teaching or research as though they are separate and they really do inform and elevate each other. It is important for us to continue focusing there. We want to continue to ensure that we are exemplars of best practices in those areas.

A couple of new things we are doing. We are helping to ensure that focus on teaching, learning, and discovery extends to our newest alumni. In April, we announced the President's Prize to support two graduating seniors. If I say the President's Prize, who knows what that is? Preliminary applications will be submitted over the next six weeks or so and the final applications will come in during the fall. A graduating senior will receive a \$50,000 annual living stipend and \$50,000 in venture capital to invest in a program of his or her choosing over the next year to try to advance an idea they have forward to make a real difference. We are very excited about this. Any field they come up with, I believe, we are going to try to divide it to one is really focused on Ohio and things that are going to make a change in Ohio and the other will be looking broadly at the world. We are looking for the best ideas from our newest and brightest graduates. We want to have a support fellowship that is at the levels of the most competitive ones internationally and we are very excited as we approach this.

There are a couple of other things that we have done that have been great. About a month ago, we had the first Global Brain Health and Performance Summit. The event was hosted by the Wexner Medical Center and was attended by a number of you. It featured many of the nation's most prominent scientists, entrepreneurs, technologists, and sports and educational leaders. We had Urban Meyer, Gene Smith, Dr. Sheldon Retchin, Dr. Ali Rezaei, Arianna Huffington, and Eddie George.

The idea was to explore how we bring together leading-edge brain research and technologies to create tools that improve the health and performance of everyone from military personnel and athletes, to families, friends, and neighbors.

The summit, in fact, came on the heels of groundbreaking research in which, for the first time in medical history, a brain implant allowed a quadriplegic man to regain movement in his fingers and hands. This scientific breakthrough was a result of a partnership between the Wexner Medical Center's Neurological Institute and Battelle, and demonstrates how research changes lives. Truly amazing work.

In the past year, we have seen faculty excellence demonstrated on the national and international stages, whether it's the study of the brain, humanities and the arts, food security, or countless other areas. Five faculty members were named fellows of the American Association for the Advancement of Science, while two, Caroline Whitacre and Katrina Cornish, were named fellows of the National Academy of Inventors.

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Artist Ann Hamilton received the National Medal of Arts, the highest award available to a civilian in the arts in the country. Historian Geoffrey Parker was named a Corresponding Fellow of the Royal Society of Edinburgh. Art historian Julia F. Andrews received a Guggenheim Fellowship. Anthropologist Clark Spencer Larsen was elected to the National Academy of Sciences just a few weeks ago. They join our Distinguished University Professors and many, many others on an extensive and influential list of faculty who continue to make Ohio State one of the world's preeminent research universities.

Another way we are utilizing research is to refine and improve our teaching excellence. That is one of the purposes of Ohio State's Institute for Teaching and Learning. The institute, approved in the spring by our faculty senate, will explore innovative approaches to our work in the classroom and will provide additional support for faculty in fostering student success. It is the first institute of its kind at Ohio State, and will be funded by proceeds from a \$10 million endowment from Nike, part of a larger agreement announced in January. So you can see how partnerships like these advance our academic mission. It is really benefiting students throughout the range of our university.

This summer, a number of our new faculty will take part in the Roads Scholars Tour so they can learn more about university partnerships in Ohio. This year's tour will head to Toledo and northwest Ohio. I also look forward to visiting the southern and northeast parts of Ohio for my second round of state tours. Access and affordability will be our focus when we visit communities in these areas as will our work toward greater inclusive excellence. The Young Scholars Program that I discussed earlier is a good example of how we address these issues. We will also continue to focus on the issue of food security.

In April, we held our first Buckeye Summit, which welcomed alumni, volunteers, business and community leaders, faculty, staff, and students to addresses hunger in our communities. The day was a great success and I want to thank all of those who committed their time and ideas. We look forward to continuing the discussion this summer and beyond and into the next year and doing things that are very positive.

Finally, to speak of science and teaching we all have to expand our minds a lot with the arts and humanities to try to learn in different ways. One of the great ways to do that is through reading, particularly by reading things that come from the creative minds of our great authors. Over the Memorial Day weekend, I began a captivating novel which I have not finished. I actually read two. The first is titled "When Breath Becomes Air" which I would recommend and is a very interesting book. The most recent book I have begun to read is called "Tasa's Song". It is one of those books that you wish you could get signed by the author. Since the author is sitting right next to me, or should I say award winning author as it has already been recognized. I would like to congratulate Linda on the publication of her new novel and say I am sure it will go on to great success.

We have had a great year and it is wonderful to begin this meeting by being able to congratulate students and professors for the incredible work they are doing. That concludes my report.

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## COMMITTEE REPORTS

Mr. Shumate:

Thank you, President Drake. Any questions or comments? Thank you not only for your report, but for your outstanding leadership on behalf of the university.

We will now turn to our committee reports. I should point out that our committees are really the strength of the work of the board because that is where we focus in on items,

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strategies, and initiatives that the board can support, as well lead, to make sure we achieve our goals of access, affordability, and inclusive excellence as well as our focus on not only teaching, but research and service. We all know those are the hallmarks of a public, land grant university.

This morning we will receive what I call executive summaries of the extensive work of our committees over the past several days and we will begin with Alex Fischer, Master Planning and Facilities.

Mr. Fischer:

Mr. Chairman, the Master Planning and Facilities Committee met yesterday.

As we do in each of those, we cover several items that are oversight. The first being our physical environment scorecard. We take a look at those things that are coded green, red, or yellow and delve into any issues across the scorecard that concern us. We continued to have a robust discussion on safety, not only at yesterday's meeting but at previous meetings and the meetings to come.

The second area of oversight that we look at each meeting is the major project status report. These are the projects over \$20 million that have been approved and we look at them to understand where they are at their various stages.

There were three projects that were coded as yellow for budget purposes. Pomerene and Oxley Hall are undergoing value engineering exercises to make sure they stay within budget. These are hundred-year-old plus facilities and the renovations of those facilities often times bring up surprises, but none that are significant enough that cause us major concern.

There are two other projects in the athletics area that were rated as yellow based on budgets to date. Let me explain this just a little bit. The process is to take an idea that is in your head and receive approval for that idea to move it to design, and we did just that. The idea took an estimate on what the budget would be. We then hired designers to take the idea and put it on paper and then take a look at the hard estimates. Gene Smith, Jay Kasey, and our finance team realized that what was in the head, when produced to paper, was bigger than the original budgets that were thought. That is what the process is designed to do. The team is now going to spend the summer to understand how to adjust those plans and ideas. I actually view it as a positive not a negative. This is a situation that creates a scenario where you might be under construction in something that you do not have the resources for but rather catching it in the very early stages. I want to applaud Gene Smith for raising his hand early saying, "perhaps our aspirations were a little ahead of the available resources" and pulling a team together to adjust.

We discussed, as part of the committee, two strategic items that flow to the strategy of the university. The first was a master plan for facilities for the College of Food, Agriculture and Environmental Sciences. This takes a look at Don Scott Field and Finley Farm and our campus at Wooster. Our primary discussion was on Waterman Lab and the possibility for new facilities at Waterman Lab that support our discovery themes and our aspirations around food safety and the work of the college. These are just plans at this moment in time. There was great feedback and I think that these are plans that everyone can be inspired by. The biggest level of feedback is how do we integrate those activities into the rest of the campus so that we ensure that they are prominently featured as units of the university.

Our second strategy discussion was around Framework 2.0. This is the refresh of the campus' master plan. At this stage in that process, which I remind you is a yearlong process, we are looking at classroom and academic research space on campus. Every single campus has been involved in rolling up what their aspirations are both today and into the future so that we can get a sense for what growth trajectory could look like under

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different moderations of growth. We took a particular look in this meeting at the western lands and the Saint John/Academic Core of the campus. The committee took a trip to Boston, Cambridge, and St. Louis to look at innovation districts. Several members were hosted by Dr. Drake at UCSF (University of California San Francisco) new mission district. We have had other members of the committee and staff looking at innovation districts around the country.

Our provost reminded us that the terminology 30 years ago had been research parks, but that in fact at the famed research triangle park, they are actually rethinking their plans as it relates to innovation districts. The newest language that we are using are knowledge communities and thinking about how all of these plans come together to fit the strategy of the university.

Finally, the committee did approve several items that require action. The first is the 2017 Capital Plan, which authorizes 76 projects; the majority of those are in the early stages of planning. The second set of actions were around the sale or acquisition of real property, one being at 80 North Drexel Avenue, the President's residence, which we are transferring from a special purpose entity to university ownership for \$1, so pretty below appraised value; the sale of some mineral interest that were bequest to the university and under the will dictate its disposition; and the sale of real property at West Case Road across from our airport that is a part of the strategic plan of the airport. There is a revised map and resolution that is at your desk for that one.

Finally, Ms. Ready presented a series of professional services contracts that are also on the consent agenda. All of those, the sale of real property, the capital plan, and the construction professional services contracts are on the consent agenda. In each of these instances, Chairman Gasser's finance committee have also taken a look.

We briefly met in executive session as well and Mr. Chairman, that concludes my report.

Mr. Shumate:

Thank you. I had the privilege of sitting in for the first time on the meeting of the committee and really appreciated the focus on connecting the planning and facilities to our strategy. It was very intentional and noticeable. Also, oftentimes we hear quite a bit about our arts district or the western lands, but there is a real focus on the academic core and the research mission of our university with our planning and our facilities.

Mr. Fischer:

Yes, indeed. At our previous meeting we were briefed as it relates to east and west of High Street, commonly called the Arts District. Each time we will be bringing back different components of that master plan for briefing at the committee and by the full board. Every step along the way we are beginning to ask ourselves the question, what is the tie to the strategy of the university as we set priorities for facilities. Then, working with Mr. Gasser's committee to understand its tie to the availability of financial resources. I would not say that it is perfect at this moment in time, but I think that all of us are feeling really good about the momentum of tying strategy to facilities and the financial resources.

Mr. Shumate:

I would also like to commend your committee on the benchmarking trips and looking for best practices in other regions of the country, on the east coast and west coast, to make sure that what we are doing is truly first class and is consistent with the future, looking forward as opposed to looking backwards. Thank you and the members of your committee for all of your work. It is much more than the couple days that we spend during our board meeting week and we appreciate that effort. Any other questions or comments?

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Jerry, if you would present the Talent and Compensation Committee report.

Mr. Jurgensen

Thank you Mr. Chairman. The Talent and Compensation Committee met yesterday.

We began with a review of two items for action. The first of which is a review of personnel actions. This is on the consent agenda. On the administrative side of the university, there were six appointments that we reviewed, three of which were actually a change in title. There were four reappointments. There was an additional list of faculty appointments and reappointments, all of which are in the consent agenda.

Secondly, we reviewed the revised Procedure for Setting and Reviewing Compensation for the University Executives. We refer to this in the short hand as the transactional authority. It is the document that describes who can approve what and in what order and how exceptions to university policy with respect to compensation matters are dealt with. The essence of the change was really to sit down with Dr. Drake and review the volume of activity that was crossing his desk to see whether or not that was philosophically consistent with where we have been headed with this two-year long review of how compensation decisions are made.

In that process we came to the conclusion that Dr. Drake was having to deal with far too many matters that were really inside the boundaries of the policy and therefore not in best use of his time. We made a modification to a couple of the parameters that should reduce the volume of things that need to go to the president for approval. It really speaks in some way to the fact that we are trying to improve the efficiency and effectiveness of what we do and we have an ear towards the elimination of unnecessary bureaucracy in this whole process so that hiring managers in the university can get done what they need to get done in a much more efficient matter. That also is on the consent agenda and the actual transactional authority is sitting at your places.

Kim Shumate then provided the committee with an overview of the service delivery project. Just like the executive compensation work we have been doing for the last couple of years, we have also embarked on a project to change the way HR (human resources) is conducted across the campus. The shorthand of this one would be that HR today is delivered on an extremely decentralized basis. There is nothing necessarily good or bad with decentralized, but what is problematic is when each decentralized process introduces an element of uniqueness. In other words, we are doing things in 12 different places and in 12 different ways. It would be better if we were doing things in 12 different places one way. What is interesting about this is that when you look at the 12 places where we do this, we refer to them as HR service centers. The best practice, if you could use that term, actually resides in different places on different things. Each one of these centers has the capacity to contribute to the university, the best way to do it. They do not all emanate from the center. We will be getting a report on this project every meeting from now and this one will probably take us a couple of years to wrestle to the ground as well.

Ms. Douglass then presented an update on the HR Talent Scorecard. They will continue to work with each college/unit on strategies which will inform our talent targets. As a side, I want to express the committee's appreciation to AJ, who has just announced that she is retiring. On a personal note, AJ and I go back a long way. In some respects, I am the one that brought her to campus in the first place to serve as an executive coach for Dr. Gee. Prior to that she was affiliated with a firm called Senn Delaney. Senn Delaney is one of the country's leading experts on the issue of corporate culture and executive team effectiveness. I had the pleasure of working with Senn Delaney at my firm over a number of years and they did terrific work. That is where I first met her. AJ has labored long and hard on a lot of the nitty gritty things that go on at a place like ours that is extremely complex and from my vantage point, she did a remarkable job. One significant piece of that is the number of talented resources in this field that she has brought to the

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university. While AJ is leaving, we have an absolutely first rate, top notch team that comprises both HR professionals as well as resources from the Office of Legal Affairs who deal with human resource matters.

The committee also met in executive session and that concludes my report.

Mr. Shumate:

Thank you, Jerry. Any questions?

President Drake:

Just a tiny comment to echo what Jerry said. We really appreciate the earnest and hard work that AJ put in and how many things she has worked on to try to improve. It is very challenging with the 12 things being done in 12 different ways, over-and-over again. It is nearly an impossible circumstance. She was at that interface and she has helped us to move forward. I think that is really important.

Let me say something broadly as we look forward. I was talking with someone about the autonomous vehicles and the thing that they were saying about autonomous vehicles is that they are all linked together. Every time one of them learns something then they all know it because the computer gets all the data. They are not as intelligent as human beings, so they cannot process things quite as well, but they receive all of the data and put all of the data together and continue to learn together as they move forward as a cohort. People learn individually, over-and-over again, the same things and do not do such a great job of that. We would love to move toward being as smart as people, but as data rich as the autonomous vehicles, and try to make it that we learn from each other. We wish AJ the very best in her next phase.

Mr. Shumate:

Jerry, thank you again for your leadership. This effort started as a work group and because of the importance and the significance of talent as a competitive advantage we have now made it a committee. You are very focused on helping us come up with a system to be able to recruit and retain talent as we saw this morning. That is going to make our university even better. Thank you for your leadership.

Janet, the Advancement Committee?

Dr. Reid:

Thank you, Mr. Chairman. The Advancement Committee met yesterday and we began with several items for action.

Dr. Drake has mentioned some of the wonderful results that we have had in regard to fundraising overall. I do want to mention a couple of those in just a little more detail.

Mr. Dietz began the University Foundation report with an update on fundraising. As Dr. Drake had mentioned, the positive momentum continues. New activity is on pace for a record year. Principal gifts, of \$5 million or more, have reached their goal of 10 gifts for fiscal year 2016. Nine units have already exceeded their fiscal year 2016 fundraising goal including nursing, who received the largest gift in the history of the college, a \$6.5 million from the Helene Fuld Health Trust.

Mr. Dietz continued with the Foundation Board meeting update. Notably, during the last board meeting, the focus was certainly on fundraising and how well things are being done, but it went beyond that to talk about what the funds do, including supporting the kind of scholarship and teaching that we have seen today and the students we have

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seen today. In addition to that, the Foundation Board has added two new student delegates, which they talked about quite a bit. We have fabulous students.

Mr. Eicher then highlighted some of the endowments presented for approval. This month's packet includes nearly \$7.7 million in new endowed funds, compared to about \$1.8 million at this time last year. That includes 10 new Ohio Scholarship Challenge funds.

Dr. Fincher presented five namings for approval including the naming of the Tom W. Davis Tower; the Helene Fuld Health Trust National Institute; the Blue Buffalo Veterinary Clinical Trials Office; the H.R. Buss Ransom and Family Reception Area; and the Nu Chapter Delta Sigma Pi Corporation Room.

The Foundation Report and naming resolutions were approved by the Advancement Committee and are included in the consent agenda today.

Mr. Eicher presented an overview of the advancement scorecard. The scorecard is undergoing some changes, but I will say it was all green except for one area of yellow, which represented looking at the ratings of events that are happening. There is focus there. Regarding the marketing metrics, Ms. Nazon explained that the marketing organization is developing key performance indicators that will serve as more meaningful measurements that help guide their overall success.

For the alumni association report, Ms. Tootle introduced Mr. Jim Smith, the new president of The Ohio State University Alumni Association. Mr. Smith provided an overview of his progress since starting three months ago.

Mr. Gurd and Dr. McPheron shared results from the Buckeye Summit, which Dr. Drake alluded to. I do want to add a few details. Hundreds of individuals attended and the program built a lot of awareness about food security issues and inspired a lot of action. The interactive forum convened leaders from Feeding America, Mid-Ohio Food Bank, and the U.S. Department of Agriculture.

Mr. Eicher and Dr. McPheron updated the committee on advancement's efforts to focus on endowed chairs. Endowed chairs are very helpful in attracting the best and the brightest faculty. Central advancement, in collaboration with our college and unit partners, is working on strategies to honor the generosity of our endowed chair donors and create meaningful recognition of academic excellence to enhance faculty recruitment and increase retention.

The committee then met in executive session. And that concludes my report Mr. Chairman.

Mr. Shumate:

Thank you, Dr. Reid. Any questions or comments? Again, we want to celebrate the fundraising success. We have exceeded our goal in 11 months.

Dr. Reid:

It will be our largest fundraising campaign in the history of the institution. Without wanting to brag too much, we think it is one of the most successful of all public institutions. Extraordinarily well done.

Mr. Shumate:

Thank you to our team. Any questions or comments? Again, I think the advancement model, where we are combining our efforts with development, communications, as well as alumni, is working well. Would you comment on that?

Dr. Reid:

Extraordinarily well. I did want to tip my hat to our trustee author as well as Gil Cloyd, both of whom together brought the advancement model philosophy forward and started it from the beginning and watched it come to fruition. I think now we are gaining the reward of that model. It is great for alumni. I think everyone knows that we have the largest group of living alumni. You can have that, but also have them not engaged. What this model does is that it has them engaged, which can really help us make a global impact.

Mr. Shumate:

Thank you. We will now move to audit and compliance and Jerry is doing the heavy lifting here.

Mr. Jurgensen:

Mr. Chairman the Audit and Compliance Committee met yesterday as well. We had four items for discussion on our agenda.

The first item for discussion was an update from our external audit partner, Ms. Krista Dewire of PwC (PricewaterhouseCoopers). Ms. Dewire presented a status update on the university's fiscal year 2016 audit. We are at that time of the year where we are in the planning phase for that audit. There are no significant changes identified regarding the plan for the audit this year. There were no new items of significant risk identified. The expected deliverables that she talked to us about are consistent with what we were told in April. I would say that everything is on track for the completion of a clean audit.

Next, Mr. Chris Glaros provided the committee with an update on the university's compliance and integrity program. Mr. Glaros and representatives of Facilities Operations and Development provided an overview of the university's Safety Culture Initiative within Environmental Health and Safety. This safety plan includes four components, including survey and training, designed to increase safety in the complex regulatory environment in which our university laboratories operate. I do not know that there is a federal regulatory body that does not have the opportunity to look into a university such as ours and keep track on what we are doing. The extent of regulations to which we are subject is a mindboggling thick set of regulations. When you then consider that in the context of the number of individual labs that a university of this size and complexity has in it. It is a pretty daunting thing. The committee came away, by and large, comfortable that our first line of defense in risk mitigation, which are primarily the deans of all of the colleges, understand full well the risks that reside within their college with respect to their labs and express a clear sense of ownership of that risk and that is important. They are then backstopped by second and third lines of defense to ensure that we are doing all of the things we need to do to keep the university as safe as possible.

Chris presented the Audit and Compliance Committee scorecard. One item of note brought to our attention was the increase in public records requests. There seem to be a lot of people quite fascinated with what goes on at Ohio State and these requests continue to increase. In many cases it is easy to ask for requests for information, but all of our systems and source data were not architected in every instance to be able to respond to these things as quickly as the outside world might think. I think oftentimes people think they can put in a request for information and that somebody will hit a button and a report will spit out that has all of the information; that is rarely ever the case. We pay attention not only to the requests we are getting, but we also pay attention to the time it takes to respond and we monitor both of those things.

Finally, Mr. Culley and Mr. Chatas presented the affiliated entities report. As part of the Board of Trustees policy to govern the monitoring and oversight of the university's

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affiliated entities, the Audit and Compliance Committee is required to receive an annual report on the status of the affiliates. Throughout the year, the university's Offices of Legal Affairs and Business and Finance receive regular reports from affiliated entities. These offices reviewed the tools used pursuant to the affiliate policy, including university representation on affiliate governing bodies, internal reporting, and required memoranda of agreement, to provide comprehensive oversight of our nearly 30 affiliates. This does represent some level of administrative burden, but nevertheless in every case the university's reputation is on the line. In some cases while legal liability may be limited, reputation liability is rarely limited. We pay careful attention to it.

Additionally, the committee was provided with information regarding audit coverage for the affiliated entities. I would say that in a number of cases, PwC is providing the audits for these affiliated entities in consultation with our CFO and PwC. It may be that this is not the most efficient way for that to be done. We are going to take a look to see if there is a way we can get the work that needs to be done in the most efficient way possible.

We then met in executive session and that concludes my remarks.

Mr. Shumate:

Any questions or comments? Again, thank you for your leadership in this very important area of risk mitigation. Linda Kass, the Academic Affairs and Student Life Committee report?

Mrs. Kass:

Thank you Mr. Chairman. The Academic Affairs and Student Life Committee met yesterday with discussion aligned to our university goal of inclusive excellence that builds student success and celebrating the work of, and partnership, with our faculty.

We began with a presentation by Vice Provost for Diversity and Inclusion and Chief Diversity Officer Sharon Davies on facilitating diverse and inclusive excellence at Ohio State in the 21st century. She also highlighted the national picture of our growing diversity over the past 15 years pointing out that looking forward to 2060, a minority population will become the majority at 56.4% of our population. She also shared statistics on the growing minority population in Ohio and stressed the importance that our faculty reflects the growing diversity of our state and nation and emphasized the role Ohio State could play given our size and with intentionality to help the nation navigate this change.

Senior Vice President for Student Life, Javaune Adams-Gaston, discussed the importance of faculty engagement noting it is one of the predictors of student success. She shared numerous student life faculty partnerships at Ohio State that enable faculty engagement with students and that includes everything from residence life and learning communities to serving as advisors to our 1,200 student organizations and being an integral part in STEP (Second Year Transformational Program).

Provost McPheron then shared a video that featured three faculty members who received prestigious national awards and recognitions among the many of the faculty who have won external honors, such as National Academy Awards and Guggenheim Fellowships. He noted that awards and other honors can have a positive effect not only on the faculty members career, but also on faculty retention, the university's reputation, and for students as well.

Vice Provost for Capital Planning and Regional Campuses, Jennifer Evans-Cowley, provided an update on the capital plan and how it aligns with academic priorities. Dr. McPheron then briefly discussed the academic initiatives scorecard, noting that the discovery theme faculty hires are now 65 and will be increasing. The committee will be

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looking closely at the scorecard's metrics overall to ensure that the measurements we track are reflective of our goals and are helpful in informing our strategic decisions.

Vice Provost for Undergraduate Studies and Dean of Undergraduate Education, Dr. Wayne Carlson, discussed the update to Ohio State's Strategic Completion Plan, including a resolution for the 2016-2018 plan for the board's endorsement, which is item eight on the consent agenda. To frame his remarks, Dr. Carlson briefly revisited the Ohio Revised Code, 3345.81. The code requires the Boards of Trustees at Ohio's higher education institutions to adopt a plan to increase the number of degrees and certificates by 2020; to update its plan at least once every two years; and to provide the updated, trustees-approved plan to the Ohio Department of Higher Education.

Dr. McPheron presented several items for action for the committee's endorsement. This includes: degrees and certificates; revocation of a degree; a number of routine faculty personnel actions; amendments to the *Rules of the University Faculty*; establishment a clinical faculty track in the John Glenn College of Public Affairs; amendment to the appointment cap for clinical faculty track in the College of Nursing; establishment of the Department of Biomedical Education and Anatomy; approval to change the name of the Department of Molecular Virology, Immunology, and Medical Genetics; and authorization for the executive vice president and provost to convene advisory committees for the university head start program. These resolutions are on the consent agenda for approval by the full board.

The committee also met in executive session. And that concludes my report Mr. Chairman.

Mr. Shumate:

Thank you. Any questions or comments for our Academic Affairs and Student Life Committee? The Finance committee report, Mike?

Mr. Gasser:

Thank you, Mr. Chairman. The Finance Committee also met yesterday.

As each committee does, we spent the first few minutes looking at the university financial scorecard. This scorecard showed that all metrics are exceeding budget except for the change in net assets, and 1-year Long Term Investment Pool Return due to underperformance of investment income.

We also looked at the 2016 interim financial report, which stated that the university and Wexner Medical Center are overall financially on budget through April 30, 2016.

We then looked at the major project updates. Mr. Fischer, as chairman of the Master Planning and Facilities Committee, already talked about the three projects that we spent our time on. I would share with you, Mr. Chairman that the system is working. I applaud this board for having the Master Planning and Facilities Committee because it is catching these items before we put any shovels in the ground.

We also have nine items that are on the consent agenda. It is always nice to follow Mr. Fischer because he already talked about three of them, so I can short cut these. The first one was 80 North Drexel, the President's residence. As Alex said it is an internal transfer, which is why we have the outlandish sum of \$1. We also have the West Case Road sale that Alex talked about and the capital project plan.

The other items that we had on our consent agenda is the 2017 budget for the university, which includes the previously discussed tuition and student fees, and as Dr. Drake stated there were no increases this year, which is very positive. We also looked at the 2017 user fees and charges and this includes the revised dining plans, and again as Dr.

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Drake said in his earlier comments, there is no increase in the dining costs this year. I think that is the second year in a row for that. There was an increase in student health insurance, but this is a pass through. We buy insurance for those who do not come to campus with insurance and as everyone knows, health costs have gone up.

Mr. Chatas presented the request to modify the divestment policy to create a consistent process for all requested divestments for non-economic reasons. We had a policy that had a dollar limit and it did not make much sense to have that dollar limit, in summary we removed the dollar limit.

Mr. Chatas then presented the implementation of efficiency and affordability recommendations. As you recall, Mr. Chatas was also the chair of the governor's task force on efficiency. Part of that requirement was that boards annually need to approve a response to this. We have looked at our response and it is consistent with what we are doing. That report is included in the consent agenda for the board to approve.

Mr. Chatas presented the authorization for designated officials to buy, sell, assign, and transfer securities, to deposit or withdraw funds from accounts, and to designate depositories. This is an annual statement that we make each year.

Finally, Mr. Chatas presented the resolution to appoint Douglas Robinette to the Self Insurance Board with a term ending June 30, 2018.

These resolutions were passed by the Finance Committee and are included in the Board of Trustees consent agenda today.

The committee then met in executive session and that concludes my report Mr. Chairman.

Mr. Shumate:

Thank you, Mike. Any questions? Comments? If not, Dr. Wadsworth, the Governance Committee report.

Dr. Wadsworth:

Mr. Chairman, the Governance Committee met yesterday where we reviewed two items for action. Chairman Shumate presented the ratification of committee appointments. There were some small changes. A big change was Linda becoming Chair of the Academic Affairs and Student Life Committee. A smaller change was my assignment to Finance, Governance, and Audit and Compliance Committees.

Mr. Shumate:

We will keep you engaged.

Dr. Wadsworth:

We also welcomed Lydia to the board. She is appointed to Academic Affairs and Student Life, Audit and Compliance, and Master Planning and Facilities Committees. We have the student trustees rotate through all seven committees. Halie is now going to move off from those three and she goes on to the Finance, Advancement, Governance, and Talent and Compensation Committees, because in your second year you can handle four instead of three. Congratulations.

Chairman Shumate also presented ratification of appointments to the Wexner Medical Center Board. As stipulated in the bylaws, five university trustees are appointed to this board annually. Chairman Shumate has asked the five trustees currently serving in this capacity to continue their service on the Wexner Medical Center Board. I will echo a

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comment earlier that we are all invited to those board meetings and you are very welcome when you show up because it is a very important.

We had a brief executive session. And that concludes my report.

Mr. Shumate:

Thank you. Any questions regarding our governance activities?

Now, the Consent Agenda is before the Trustees. I would like to call on President Drake to present it to the board.

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### **CONSENT AGENDA**

President Drake:

Thank you, Chairman Shumate.

Today we have a total of 32 resolutions on the consent agenda. Item number 31 was amended at yesterday's committee meetings. I should also note that items five and six, personnel actions and faculty personnel actions, were amended yesterday to include the appointment of Bruce McPheron as Executive Vice President and Provost. Updated copies are at your seats and available for the public. We will hold separate votes for: item 5, personnel actions; item 6, faculty personnel actions; item 11, establishment of a clinical faculty track in the John Glenn College of Public Affairs; and item 24, fiscal year 2017 capital plan.

We are seeking approval for the following:

#### **RESOLUTIONS IN MEMORIAM**

Resolution No. 2016-110

Synopsis: Approval of Resolutions in Memoriam, is proposed.

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.

Francis Xavier Beytagh, Jr.

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on February 21, 2016, of Francis "Frank" X. Beytagh, Jr., Dean Emeritus of the Moritz College of Law.

Dean Beytagh received his BA degree from the University of Notre Dame as a member of ROTC (Reserve Officers' Training Corps) and served as a submarine Captain in the U.S. Navy following graduation. After completing his military service, Dean Beytagh earned his JD degree at the University of Michigan Law School, where he graduated first in his class and served as editor-in-chief of the University of Michigan Law Review. Following law school, he served as senior law clerk for Chief Justice Earl Warren of the U.S. Supreme Court. Dean Beytagh practiced law both with the Jones Day law firm and in government service with the office of the Solicitor General of the United States. In the latter role, he argued 18 cases before the Supreme Court of the United States.

Dean Beytagh began his academic career at his alma mater, the University of Notre Dame, where he taught constitutional law and authored numerous books and articles in the field. He left Notre Dame for a seven-year tour of duty as dean at the University of Toledo Law

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School, before joining Ohio State as dean in 1985. He provided our law school with strong and strategic leadership for an eight-year period that encompassed many successes, including the expansion and renovation of the law building, which was both conceived and executed with Dean Beytagh at the helm.

Dean Beytagh returned to the law faculty following his deanship, engaging in teaching and scholarship until and, indeed beyond his acceptance of emeritus status in 1997. He subsequently left Ohio State to assist the Florida Coastal Law School in receiving its ABA (American Bar Association) accreditation, and served as president at Florida Coastal as the school successfully worked through that process, though he remained tied to Ohio State through his children and grandchildren in the area, and, after his retirement from Florida Coastal, through his emeritus role at our College of Law.

On behalf of the university community, the Board of Trustees expresses to the family of Professor and Dean Francis X. Beytagh, Jr. 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.

Daniel R. Barnes

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on April 3, 2016, of Daniel R. Barnes, Associate Professor Emeritus of English.

Professor Barnes received his BA in English from St. Bonaventure University, his MA in English from University of Kansas, and his PhD in English from University of Kentucky. He was hired by The Ohio State University as an instructor of English in 1968, promoted to assistant professor in 1969, and then promoted to associate professor in 1973. He retired from the university in 1995. His fields of specialization were 19th-century American literature, modern British and American literature, and folklore; especially proverbs and riddles, folkgames, folk narrative, urban folklore, children's folklore, and folklore theory. Starting in 1980, Dr. Barnes taught a very popular course on "The Joke and Related Forms," the first such course to be offered by an American university.

Dr. Barnes published widely in various fields, authoring nearly 100 articles and papers on folklore, American literature, and English literature. His breadth of scholarly knowledge was remarkable as he published essays on the writings of a diverse group of authors, including Ernest Hemingway, Ralph Waldo Emerson, Orestes Brownson, Cardinal John Henry Newman, Reynolds Price, Ross Macdonald, William Faulkner, Nathaniel Hawthorne, Emily Dickinson, Anais Nin, Mark Twain, Washington Irving. He also published a number of essays on folklore such as "Toward the Establishment of Principles for the Study of Folklore and Literature," "Riddles and Jokes," and "Interpreting Urban Legends." Professor Barnes presented his scholarship at conferences and universities around the world, including Sweden, Switzerland, Finland, and Norway. Given his interest in jokes and urban legends, he was also a sought-after speaker for local programs and societies, such as the Columbus Metropolitan Club and the Columbus Ophthalmology and Otolaryngology Society. For many years, Professor Barnes was editor of *Motif: International Review of Research in Folklore and Literature*, and he also edited *Folklore and Folk Literature: Selected Essays of Francis Lee Utley*.

Professor Barnes was a respected and well-liked teacher. In 1971, acting chair of the English department, John Gabel, wrote, "Barnes is a splendid teacher on all levels. From his first year here he has regularly and willingly undertaken the teaching of a large introductory lecture-course in American literature which absorbs a great number of students... and [he] has emerged from it one of our most popular instructors. On the graduate level, he taught a seminar on Hawthorne twice last year; in both cases the class filled and had to be closed to additional students." As one student put it in 1975, "I can speak to [Barnes's] excellence as a teacher of English 270 [Introduction to Folklore], a

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subject which would be less than alive in some hands. Yet he made it vital and relevant, with his superb grasp of his own field, as well as catholic comprehension of so many others. Concern for the individual, a fantastic sense of humor, comprise only a small segment of his professorial skills." In addition, Professor Barnes was a mentor to many MA and PhD students. In 2014, the Ohio State Center for Folklore Studies created the Daniel R. Barnes prize for the year's best folklore paper by an undergraduate student.

Professor Barnes was also an accomplished pianist and played at a variety of venues around Columbus.

On behalf of the university community, the Board of Trustees expresses to the family of Associate Professor Daniel R. Barnes 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.

Paul Alfred Colinvaux

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on February 28, 2016, of Paul Alfred Colinvaux, Professor Emeritus of Evolution, Ecology, and Organismal Biology in the College of Arts and Sciences.

Paul Colinvaux was born in England in 1930 and grew up in London during the Battle of Britain. Following his service as Second Lieutenant in the British Army of the Rhine in occupied Germany, he graduated from Jesus College, Cambridge University in 1956. Trained as a paleoecologist, with a PhD from Duke University in 1962 and postdoctoral studies at Yale University, Colinvaux extracted fossilized pollen from the bottom of ancient lakes as a tool to investigate the history of climate in Amazonian rainforests and the Siberian and Alaskan Arctic, where his research provided a 130,000 year-long data set that is still used to study the climate prevailing during the great Ice Age migrations across the Bering Land Bridge. Professor Colinvaux's work in Siberia during the last days of the Soviet Union and his leadership helped establish an academic détente during in the Reagan-Gorbachev era "glasnost". Paul was honored in 1985 with The Ohio State University Distinguished Scholar Award. He was a member of The Explorers Club and received a Lifetime Achievement Award from the American Quaternary Association in 2013.

The impact of Professor Colinvaux's scholarship, teaching, and service at Ohio State, from 1964-1991, extended well beyond the Department of Zoology. His skill as an orator was renowned and his success in the classroom was recognized with every undergraduate teaching award offered by the university. Paul's oratory so impressed Woody Hayes that football players were urged to take his class in introductory ecology, a course with enrollments of over a thousand students. Colinvaux's undergraduate textbook, "Introduction to Ecology", was used to educate students in the United States and abroad. Paul also served as the original faculty advisor for The Ohio State University Crew. During the Vietnam era student riots and occupation of Ohio State in May 1970, Paul engaged demonstrating students on the Oval, and through his oratory and expressed understanding, he helped disperse the crowd and contribute to resolution of the crisis.

Professor Colinvaux retired from Ohio State in 1991 to accept a research position with the Smithsonian Tropical Research Institute in Balboa, Panama, where he pursued his long standing interest in the vastness of species diversity in equatorial regions of the world. Following his retirement from the Institute in 1998, he lived on Cape Cod, Massachusetts, where he worked at the Marine Biological Laboratories. In addition to his extensive scientific writings, Paul published his memoir: *Expeditions: My Quest for the Ice Age Equator* (Yale University Press, 2008) and was the author of two popular books: *Why Big Fierce Animals Are Rare: An Ecologist's Perspective* (Princeton University Press, 1978, winner of the Ohioana Book Award) and *The Fates of Nations: A Biological Theory of*

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*History* (Simon & Schuster, 1980). Both books were translated into several languages and published throughout the world. Paul is survived by his fellow scientist and wife of 54 years, Llewellya Hillis; a sister, Margaret Robinson of Hunstanton, Norfolk, England; two children, Catherine Colinvaux of Northborough, Massachusetts and Roger Colinvaux of Washington, D.C.; four grandchildren; and generations of students.

On behalf of the university community, the Board of Trustees expresses to the family of Professor Paul Colinvaux 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.

Donald Harris

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on March 29, 2016, of Dr. Donald Harris, Professor Emeritus of Music and former Dean of the College of the Arts.

Donald served as an administrator at the New England Conservatory of Music from 1967-1977 and as dean of the Hartt School of Music, University of Hartford from 1977-1988, before becoming dean of the College of the Arts and professor of music at The Ohio State University from 1988-1997. After a 30-year career as a senior level administrator in higher education and the arts, he stepped down as dean and rejoined the Ohio State faculty in composition almost 20 years ago. Harris earned his bachelor's and master's degrees in composition from the University of Michigan, where he was a student of Ross Lee Finney. He continued his studies with Lukas Foss, Boris Blacher, Nadia Boulanger, and Max Deutsch. From 1954 until 1968, Harris lived in Paris where, among other things, he was the music consultant to the United States Information Service and produced the city's first postwar Festival of Contemporary American Music.

Throughout his career, Harris received numerous commissions, including the Serge Koussevitzky Music Foundation, St. Paul Chamber Orchestra, Radio France, and the Cleveland Orchestra, to name a few. He was co-editor of the W. W. Norton publication of the correspondence between Alban Berg and Arnold Schoenberg, for which he received an ASCAP (American Society of Composers, Authors, and Publishers) Deems Taylor Award in 1989. Donald was honored by The King Arts Complex with a Legends & Legacies award in October 2011 and an award in composition from the American Academy and Institute of Arts and Letters in 1991. A documentary about Harris entitled "Sonata 1957" was produced by Daniel Belivsky in 2011 and premiered at New York City's Lincoln Center in 2012. It explores Harris' development in mid-20th century Paris, when pre-war musical thought bridged with post-war experimentation.

Harris received an honorary Doctor of Music degree from Ohio State in June 2012. He is past president of The International Council of Fine Arts Deans (ICFAD) and served on the boards of BalletMet, the Columbus Symphony Orchestra, the Martin Luther King Center, and most recently was serving on the board of The Johnstone Fund for New Music. Harris was twice honored with The Ohio State University School of Music's Distinguished Service Award "in recognition of the trailblazing contributions and the dedicated service provided to the music profession and the arts community as a composer, professor and arts administrator." An exemplary citizen, Donald was a passionate advocate for improving the quality of life in Columbus and left a legacy of service to his community. Aside from all the accolades and awards bestowed upon Donald, he will be remembered by most as a genuine and kind man who was a mentor and an inspiration to many.

On behalf of the university community, the Board of Trustees expresses to the family of Professor Donald Harris 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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Feng-sheng Hsueh

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on September 6, 2015, of Feng-sheng ("Frank") Hsueh, Professor Emeritus of East Asian Languages and Literatures in the College of Arts and Sciences.

Feng-sheng Hsueh was born on October 9, 1931 in Pixian, Jiangsu province. He studied at Xuzhou Middle School before moving to Taiwan with his parents in 1949, where he continued his studies at Hsin-chu High School. He graduated in 1957 with a BA from the Department of English Literature at National Taiwan University and a MA in Classical Chinese Literature from the same university. In 1968 he earned a PhD in linguistics from Indiana University with a dissertation entitled, "Phonology of Old Mandarin: A Structuralistic Approach" (supervised by Dr. Fred W. Householder). Based on his dissertation, his book *Phonology of Old Mandarin* was published in 1975, with a Chinese edition in 1990. Professor Hsueh's work on Chinese phonology has been widely admired and praised by scholars of early Chinese linguistics. He made significant contributions to the understanding of ancient Chinese syntax and phonology as well as modern Chinese grammar. One example is the monograph he co-edited with James Tai entitled, *Functionalism and Chinese Grammar*, published in the Chinese Language Teachers Association, Monograph Series in 1989. His pioneering idea of analyzing Chinese language from the perspective of its own special features has had a great impact on the field of Chinese linguistics and has become a classic approach for Chinese linguists, educators, and learners. Professor Hsueh was a great and profound educator. He taught at the University of Iowa in 1966, and in 1969 at National Taiwan University. In 1970 he began his professorship in the Department of East Asian Languages and Literatures (DEALL) at The Ohio State University, where he remained until he retired in 1995. He served as DEALL chair from 1986-1988 and 1991-1993. In 1993 he was honored with the Bliss M. & Mildred A. Wiant Designated Professorship. After his retirement in 1995 he moved to California and taught briefly at Stanford University and University of California, Berkeley.

Professor Hsueh was married to Daphne Hsueh who worked for many years in the Thompson Library at The Ohio State University. The couple had two children.

On behalf of the university community, the Board of Trustees expresses to the family of Professor Feng-sheng Hsueh 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.

Yan-shuan Lao

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on March 24, 2016, of Yan-shuan Lao, Professor Emeritus of East Asian Languages and Literatures in the College of Arts and Sciences.

Yan-shuan Lao was born on January 14, 1934 in Beijing, China to Kan Lao and Yenpu Chou. His father, Professor Kan Lao, was a researcher at the Institute of History and Philology (IHP) at Academia Sinica, the nation's premier research institution. During World War II the family moved several times, before leaving with the Institute to Taipei, Taiwan in 1948 as the Communists took control of mainland China.

In Taipei, Yan-shuan attended National Taiwan University. After graduation in 1955 and a year of service in Taiwan's ROTC, he attended Harvard University in Cambridge on a postgraduate scholarship. While there, he earned his PhD in East Asian Languages and Literature in 1962. He began his career as a professor at University of Washington in Seattle, where he met and married Niann Ing Chang, a recent Masters graduate from the

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University of Washington in Library Science, and thereafter had two children, Norman and Cindy.

Yan-shuan Lao began teaching at The Ohio State University in 1968 as a founding faculty member of the Department of East Asian Languages and Literatures. During his tenure he taught and researched Chinese literature and history at Ohio State, focusing on the Yuan Dynasty. He is remembered as having an encyclopedic knowledge of Chinese classical literature and history and aided in creating the Chinese collection in the library. Professor Lao was noted as being very attentive to his graduate students. He retired to Irvine, California in 1998 to be near his children. He spent his retirement pursuing many interests, including music, literature, politics, photography, and electronics.

On behalf of the university community, the Board of Trustees expresses to the family of Professor Yan-shuan Lao 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.

#### Carlton Harry "Buck" Walter

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on March 8, 2016, of Carlton Harry "Buck" Walter, Professor Emeritus of Electrical and Computer Engineering in the College of Engineering.

Professor Walter received his MS degree in physics and his PhD in electrical engineering from The Ohio State University in 1951 and 1957, respectively. He then joined the faculty, and served as Director of the ElectroScience Laboratory (ESL) from 1977 to 1983.

He was a Fellow of the IEEE (Institute of Electrical and Electronics Engineers) and had served as secretary, vice-chairman, and chairman of the Antennas and Propagation/Microwave Theory and Techniques local chapter in Columbus, as general chairman for the 1970 AP/URSI (Antennas and Propagation/International Union of Radio Science) Symposium in Columbus, as president of the Antenna and Propagation Society in 1974, and as an IEEE Antennas and Propagation Society distinguished lecturer.

Dr. Walter made numerous contributions to ESL, including his service as director, and to the academic community until his retirement. He was an authority on electromagnetics, microwave antennas, and lens design. He had years of research experience in slotted waveguide antennas, high frequency ship-board and aircraft antennas, integrated antennas, superdirective antennas, and loop antennas. In 1965, Dr. Walter authored and published a book on *Traveling Wave Antennas* which still provides an extensive list of antenna design methods and technologies. Notably, this text is one of the very first to present the concept of backward waves, now widely used in state-of-the-art metamaterial technologies. In 1983, he and Dr. Curt Levis co-authored an article published in the IEEE APS Newsletter about the history of and the research areas pursued at the ElectroScience Laboratory.

During Dr. Walter's tenure as ESL director, he led a team that was instrumental in securing a project in the Joint Services Electronics program (JSEP) in 1979. This remained one of the largest projects at ESL until 1998. JSEP was devoted to basic research activities.

On behalf of the university community, the Board of Trustees expresses to the family of Professor Carlton Harry "Buck" Walter 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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**AMENDMENTS TO THE RULES OF THE UNIVERSITY FACULTY**

Resolution No. 2016-111

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 in the Rules of the University Faculty were approved by the University Senate on April 21, 2016:

NOW THEREFORE

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

(See Appendix LXV for background information, page 1731)

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**RATIFICATION OF COMMITTEE APPOINTMENTS 2016-2017**

Resolution No. 2016-112

BE IT RESOLVED, That the Board of Trustees hereby approves that the ratification of committee appointments for 2016-2017 are as follows:

**Academic Affairs and Student Life Committee:**

Linda S. Kass, Chair  
Cheryl L. Krueger, Vice Chair  
Janet B. Reid  
Clark C. Kellogg  
Timothy P. Smucker  
Abigail S. Wexner  
**LYDIA A. LANCASTER**  
Alan VanderMolen  
James D. Klingbeil  
Richard K. Herrmann (faculty member)  
**ALEX SHUMATE** (ex officio)

**Finance Committee:**

Michael J. Gasser, Chair  
Brent R. Porteus, Vice Chair  
W. G. "Jerry" Jurgensen  
**JEFFREY WADSWORTH**  
Erin P. Hoeflinger  
Alexander R. Fischer  
**HALIE M. VILAGI**  
Corbett A. Price  
**ALEX SHUMATE** (ex officio)

**Advancement Committee:**

Janet B. Reid, Chair  
Erin P. Hoeflinger, Vice Chair  
Linda S. Kass  
Clark C. Kellogg  
Cheryl L. Krueger  
Brent R. Porteus  
Alexander R. Fischer  
Abigail S. Wexner  
**HALIE M. VILAGI**  
Corbett A. Price  
Alan VanderMolen  
Nancy J. Kramer  
Craig S. Bahner  
Barbara J. Tootle (Alumni Assn member)  
Samira K. Beckwith (Alumni Assn member)  
James F. Dietz (Foundation Board member)  
Daniel J. Wampler (Foundation Board member)  
**ALEX SHUMATE** (ex officio)

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**Audit and Compliance Committee:**

W. G. "Jerry" Jurgensen, Chair  
Michael J. Gasser, Vice Chair  
**JEFFREY WADSWORTH**  
Timothy P. Smucker  
**LYDIA A. LANCASTER**  
James D. Klingbeil  
Lawrence A. Hilsheimer  
Amy Chronis  
Craig S. Morford  
**ALEX SHUMATE** (ex officio)

**Governance Committee:**

Timothy P. Smucker, Chair  
Linda S. Kass  
Janet B. Reid  
**JEFFREY WADSWORTH**  
Erin P. Hoeflinger  
**HALIE M. VILAGI**  
Alan VanderMolen  
**ALEX SHUMATE** (ex officio)

**Talent and Compensation:**

W. G. "Jerry" Jurgensen, Chair  
Janet B. Reid, Vice Chair  
Michael J. Gasser  
Erin P. Hoeflinger  
**HALIE M. VILAGI**  
Corbett A. Price  
**ALEX SHUMATE** (ex officio)

**Master Planning and Facilities:**

Alexander R. Fischer, Chair  
Brent R. Porteus  
**LYDIA A. LANCASTER**  
James D. Klingbeil  
Robert H. Schottenstein  
**ALEX SHUMATE** (ex officio)

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

Resolution No. 2016-113

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

WHEREAS the Wexner Medical Center Board bylaws stipulate that up to five members of the University Board of Trustees shall be appointed annually to the Wexner Medical Center by the chair of the University Board of Trustees:

NOW THEREFORE

BE IT RESOLVED, That the University Board of Trustees hereby ratify the following appointments to the Wexner Medical Center Board effective May 14, 2016, for the terms specified below:

Trustee Members

W.G. "Jerry" Jurgensen, term ending May 13, 2017  
Cheryl L. Krueger, term ending May 13, 2017  
Corbett A. Price, term ending May 13, 2017  
Janet B. Reid, term ending May 13, 2017  
Abigail S. Wexner, term ending May 13, 2017

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.

\*\*\*

June 3, 2016 meeting, Board of Trustees

**AMENDMENTS TO THE PROCEDURE FOR SETTING AND  
REVIEWING COMPENSATION FOR UNIVERSITY EXECUTIVES**

Resolution No. 2016-114

Synopsis: Approval of the amended Procedure for Setting and Reviewing Compensation for University Executives is proposed.

WHEREAS a Procedure for Setting and Reviewing Compensation for University Executives is an important component in providing a foundation for the design and administration of executive compensation; and

WHEREAS the Board of Trustees approved a Procedure for Setting and Reviewing Compensation for University Executives on August 28, 2015; and

WHEREAS the Board of Trustees approved changes to the Procedure for Setting and Reviewing Compensation for University Executives on November 6, 2015; and

WHEREAS the University desires to amend and restate the Procedure for Setting and Reviewing Compensation for University Executives upon approval by the Board of Trustees:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the attached amended and restated Procedure for Setting and Reviewing Compensation for University Executives.

(See Appendix LXVI for background information, page 1745)

\*\*\*

**STRATEGIC COMPLETION PLAN FOR THE OHIO STATE UNIVERSITY**

Resolution No. 2016-115

Synopsis: Endorsement of the update to the Strategic Completion Plan for The Ohio State University, is proposed.

WHEREAS the 130th Ohio General Assembly added Ohio Revised Code 3345.81 (Strategic Completion Plan), effective September 29, 2013, amended September 29, 2015; and

WHEREAS ORC 3345.81 requires the Board of Trustees at each Ohio institution of higher education adopt an institution-specific strategic completion plan designed to increase the number of degrees and certificates awarded to students, and to update its plan at least once every two years; and

WHEREAS ORC 3345.81 states the plan shall be consistent with the mission and strategic priorities of the institution, include measureable student completion goals, and align with the state's workforce development priorities; and

WHEREAS the updated plan be forwarded to the chancellor of the Ohio Board of Regents no later than June 30, 2016:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby endorses the update to the Strategic Completion Plan for The Ohio State University; and

June 3, 2016 meeting, Board of Trustees

BE IT FURTHER RESOLVED, That a copy of this plan be forwarded to the chancellor of the Ohio Board of Regents; and

BE IT FURTHER RESOLVED, That this plan be reviewed and updated at least once every two years, and that a copy of the updated plan be provided to the chancellor upon endorsement.

(See Appendix LXVII for background information, page 1748)

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### **DEGREES AND CERTIFICATES**

Resolution No. 2016-116

Synopsis: Approval of Degrees and Certificates for summer 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 August 7, 2016, 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.

\*\*\*

### **REVOCATION OF DEGREE**

Resolution No. 2016-117

Synopsis: Revocation of a Doctor of Philosophy degree, is proposed.

WHEREAS a panel of the committee on academic misconduct constituted according to rule 3335-5-48.7 of the Administrative Code requested that the Board of Trustees effectuate the revocation of the Doctor of Philosophy degree of Shiladitya Sen; and

WHEREAS the request was concurred with by the Executive Vice President and Provost; and

WHEREAS the request was further concurred with by the Academic Affairs and Student Life Committee; and

WHEREAS the appropriate bodies and administrative officer of the university have fully complied with applicable procedures and, in accordance with those procedures:

NOW THEREFORE:

BE IT RESOLVED, That the Doctor of Philosophy degree of Shiladitya Sen, granted on December 15, 2013, pursuant to paragraph (E) of rule 3335-1-06 of the Administrative Code, is hereby revoked immediately.

\*\*\*

June 3, 2016 meeting, Board of Trustees

**AMENDMENT TO THE APPOINTMENT CAP FOR CLINICAL FACULTY TRACK**

Resolution No. 2016-118

**COLLEGE OF NURSING**

Synopsis: Approval to amend the appointment cap for clinical faculty track in the College of Nursing, is proposed.

WHEREAS there is an urgent need for the College of Nursing to increase numbers of doctorally-prepared clinical track faculty to support the needs of the rapidly growing clinically-oriented academic programs, with the concomitant growth of the tenure track faculty to support the growing trajectory of research productivity in the college; and

WHEREAS the proposal is to increase the clinical cap from 40% of the total tenure track, clinical, and research faculty, as currently specified for the health sciences colleges (Faculty Rule 3335-5-19), to a maximum of 75% over the 2016-2021 strategic planning time period; and

WHEREAS the proposal has the support of the college faculty and dean; and

WHEREAS the proposal was reviewed and approved by a subcommittee and then by the full Council on Academic Affairs on April 12, 2016; and

WHEREAS the proposal was reviewed and received a unanimous vote of approval by the University Senate on April 21, 2016:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the proposal to amend the appointment cap for clinical faculty in the College of Nursing from 40% to 75%.

\*\*\*

**ESTABLISHMENT OF THE DEPARTMENT OF  
BIOMEDICAL EDUCATION AND ANATOMY**

Resolution No. 2016-119

**COLLEGE OF MEDICINE**

Synopsis: Approval to create the Department of Biomedical Education and Anatomy in the College of Medicine, is proposed.

WHEREAS the proposed department will create an academic community of faculty and staff dedicated to the development, implementation, and dissemination of innovative biomedical educational programs and research; and

WHEREAS the department will have three divisions: Biomedical Education, Anatomy, and the Center for Bioethics and Medical Humanities; and

WHEREAS the proposal has the support of the College Assembly and the Faculty Council within the College of Medicine, and the interim dean of the college; and

WHEREAS the proposal was reviewed and approved by a subcommittee and then by the full Council on Academic Affairs on April 6, 2016; and

WHEREAS the proposal was reviewed and received a unanimous vote of approval by the University Senate on April 21, 2016:

June 3, 2016 meeting, Board of Trustees

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the proposal to establish the Department of Biomedical Education and Anatomy in the College of Medicine.

\*\*\*

**APPROVAL TO CHANGE THE NAME OF THE DEPARTMENT OF  
MOLECULAR VIROLOGY, IMMUNOLOGY, AND MEDICAL GENETICS,  
TO THE DEPARTMENT OF CANCER BIOLOGY AND GENETICS**

Resolution No. 2016-120

COLLEGE OF MEDICINE

Synopsis: Approval to change the name of the Department of Molecular Virology, Immunology, and Medical Genetics to the Department of Cancer Biology and Genetics, is proposed.

WHEREAS the department faculty and leadership request a name change to represent the more focused research interests of the current faculty; and

WHEREAS the concurrence issue could not be resolved, and thus all parties agreed that the Council on Academic Affairs should act on the proposal; and

WHEREAS the proposal has the support of the department faculty, the College Assembly, and the interim dean; and

WHEREAS the proposal was reviewed and approved by a subcommittee and then by the full Council on Academic Affairs on April 6, 2016; and

WHEREAS the proposal was reviewed and received a unanimous vote of approval by the University Senate on April 21, 2016:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the proposal to change the name of the Department of Molecular Virology, Immunology, and Medical Genetics to the Department of Cancer Biology and Genetics.

\*\*\*

**AUTHORIZATION FOR THE EXECUTIVE VICE PRESIDENT AND  
PROVOST TO CONVENE ADVISORY COMMITTEES FOR  
THE UNIVERSITY HEAD START PROGRAM**

Resolution No. 2016-121

Synopsis: Authorization for the executive vice president and provost to convene advisory committees to administer and oversee university Head Start programming, is proposed.

WHEREAS Head Start Early Partnership grants were established by the U.S. Department of Health and Human Services to expand access to a range of high quality services for low income infants, toddlers, and their families, including mental health and disability services, medical care, nutrition counseling, education, and family stability and support; and

WHEREAS The Ohio State University has received a Head Start Early Partnership grant which promotes teaching, research, and community engagement in furtherance of this university's Land Grant mission through delivery of programming and partnerships that enhance school readiness for Ohio's low-income children; and

June 3, 2016 meeting, Board of Trustees

WHEREAS Receipt of Head Start funds and designation as a Head Start agency are governed by Public Law 110-134, "Improving Head Start for School Readiness Act of 2007" (the "Head Start Act"); and

WHEREAS Section 642 of the Head Start Act and U.S. Department of Health and Human Services guidance permit the governing body of a Head Start agency to establish advisory committees to oversee key responsibilities related to program governance and improvement of the Head Start program:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby authorizes the executive vice president and provost to take all actions necessary on behalf of The Ohio State University in order to establish Head Start advisory committees for the purpose of overseeing key responsibilities of the Ohio State's Head Start program; and

BE IT FURTHER RESOLVED, That in accordance with Section 642 of the Head Start Act, these advisory committees shall be responsible for creating policies, procedures and written standards for the Head Start agency; establishing recruitment and enrollment criteria for program participants; selecting Head Start partners and other collaborators; and to take such further action as may be necessary or advisable to conduct oversight of the Head Start agency; and

BE IT FURTHER RESOLVED, That these advisory committees shall provide regular reports to the Board of Trustees on the actions the advisory committee has taken to fulfill its obligations under this resolution.

\*\*\*

### **UNIVERSITY FOUNDATION REPORT**

Resolution No. 2016-122

Synopsis: Approval of the University Foundation Report as of April 30, 2016, 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 two (2) endowed chairs: The Henry A. Wise II, M.D., Endowed Chair in Urology, The Urban Meyer III and Shelley Meyer Chair for Cancer Research; one (1) professorship: the Charles A. Bush M.D. Professorship in Cardiovascular Medicine; ten (10) new and one (1) revised endowed funds as part of the Ohio Scholarship Challenge; twenty (20) additional named endowed funds; and the revision of eight (8) named endowed funds:

NOW THEREFORE

BE IT RESOLVED, that the Board of Trustees hereby approves The Ohio State University Foundation Report as of April 30, 2016.

(See Appendix LXVIII for background information, page 1781)

\*\*\*

June 3, 2016 meeting, Board of Trustees

**NAMING OF TOM W. DAVIS TOWER**

Resolution No. 2016-123

**IN THE NORTH RESIDENTIAL DISTRICT  
STUDENT LIFE**

Synopsis: Approval for the naming of the tower in the North Residential District, located on north campus on the Columbus campus, as the Tom W. Davis Tower, is proposed.

WHEREAS the tower will be an iconic structure situated in the town square of the North Residential District between the North Recreation Center, Scott House, and Nosker House and will serve as an anchor for the west end of the Oval walkway and gathering place for students; and

WHEREAS Tom W. Davis is a loyal friend of the university and has provided the generous contribution to Student Life to support the construction of the tower:

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 tower in the North Residential District be named the Tom W. Davis Tower.

\*\*\*

**NAMING OF HELENE FULD HEALTH TRUST NATIONAL INSTITUTE  
FOR EVIDENCE-BASED PRACTICE IN NURSING & HEALTHCARE**

Resolution No. 2016-124

**IN THE COLLEGE OF NURSING**

Synopsis: Approval for naming the College of Nursing's Center for Transdisciplinary Evidence-based Practice, as The Helene Fuld Health Trust National Institute for Evidence-based Practice in Nursing and Healthcare, is proposed.

WHEREAS evidence-based practice is a problem-solving approach to the delivery of healthcare that integrates the best evidence from well-designed studies with a clinician's expertise and patients' preferences and values, and evidence-based practice improves healthcare quality and patient outcomes while reducing costs; and

WHEREAS the College of Nursing is positioned to expand and accelerate its current efforts with nursing colleges and healthcare systems across the United States to teach, implement, and sustain evidence-based practice; and

WHEREAS The Helene Fuld Health Trust has provided a transformational grant to the College of Nursing to create an institute that will be the national hub for the teaching of best practices to improve healthcare quality and patient outcomes, working with healthcare systems to implement and sustain evidence-based practices, and conducting research to determine best strategies to translate evidence-based interventions into real world clinical settings; and

WHEREAS the Helene Fuld Health Trust grant provides for endowed funds to support the faculty and ongoing work of the institute as well as operating funds:

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 College of Nursing's

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Center for Transdisciplinary Evidence-based Practice be named The Helene Fuld Health Trust National Institute for Evidence-based Practice in Nursing and Healthcare.

\*\*\*

**NAMING OF BLUE BUFFALO VETERINARY CLINICAL TRIALS OFFICE**

Resolution No. 2016-125

IN THE COLLEGE OF VETERINARY MEDICINE

Synopsis: Approval for the naming of the Clinical Trials Office in the College of Veterinary Medicine as the Blue Buffalo Veterinary Clinical Trials Office, is proposed.

WHEREAS the Clinical Trials Office (CTO) in the College of Veterinary Medicine provides assistance in all aspects of a clinical trial including the design, execution and final evaluation of studies in which a new therapy, diagnostic test, or medical device is evaluated in an effort to improve patient care and advance medical knowledge, both animal and human; and

WHEREAS the CTO has become one of the busiest academic CTOs in the nation, overseeing approximately 25-30 clinical trials each year; and

WHEREAS further growing the CTO will continue to boost the college's national recognition, especially in the cancer arena, and its application for treating human cancers and will expand the College's collaboration with The Ohio State University Comprehensive Cancer Center - Arthur G. James Cancer Hospital and Richard J. Solove Research Institute, Nationwide Children's Hospital, and the National Cancer Institute; and

WHEREAS since 1885 the College of Veterinary Medicine has graduated more than 9,100 veterinarians, has alumni practicing in all 50 states and 40 countries, and has a comprehensive referral Veterinary Medical Center that admits more than 35,000 animal patients each year; and

WHEREAS the Blue Buffalo Company has provided significant contributions to the College of Veterinary Medicine to provide an endowed fund to support the CTO in perpetuity including funding for staff, faculty, facilities, technology, and equipment:

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 Clinical Trials Office in the College of Veterinary Medicine be named the Blue Buffalo Veterinary Clinical Trials Office.

\*\*\*

**NAMING OF THE H.R. "BUSS" RANSOM '61 AND FAMILY RECEPTION AREA**

Resolution No. 2016-126

IN KNOWLTON HALL  
AUSTIN E. KNOWLTON SCHOOL OF ARCHITECTURE  
COLLEGE OF ENGINEERING

Synopsis: Approval for the naming of the student services reception area in Knowlton Hall, located at 275 West Woodruff Ave on the Columbus campus, as the H.R. "Buss" Ransom '61 and Family Reception Area, is proposed.

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WHEREAS Knowlton Hall is a state-of-the-art facility for the Austin E. Knowlton School of Architecture which is based on the integration of elements: inside and out, students and faculty, old and new, school and university, art and technology; and

WHEREAS each of the three disciplines of architecture, landscape architecture, and city and regional planning are mixed and the design of the facility reflects the school's mission of excellence in education, innovation in design and planning, and the stewardship of quality environment; and

WHEREAS H.R. "Buss" Ransom provided generous contributions to the Knowlton School Building Enhancement Fund used to maintain and enhance the beauty of Knowlton Hall:

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 student services reception area in Knowlton Hall be named the H.R. "Buss" Ransom '61 and Family Reception Area.

\*\*\*

**NAMING OF NU CHAPTER DELTA SIGMA PI CORPORATION ROOM**

Resolution No. 2016-127

IN MASON HALL  
MAX M. FISHER COLLEGE OF BUSINESS

Synopsis: Approval for the naming of conference room 125 in Mason Hall, located at 250 West Woodruff Avenue on the Columbus campus, as the Nu Chapter Delta Sigma Pi Corporation Room, is proposed.

WHEREAS Mason Hall was renovated in 2011 and became a hub of student activities designed around action-learning and fueled by the addition of the Rohr Café; and

WHEREAS the Nu Chapter Delta Sigma Pi Corporation has provided contributions to the Max M. Fisher College of Business to support activities of the faculty, students and staff in accordance with the strategic plans of the College:

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 conference room (room 125) in Mason Hall shall be named the Nu Chapter Delta Sigma Pi Corporation Room.

\*\*\*

**APPROVAL OF FISCAL YEAR 2017 BUDGET**

Resolution No. 2016-128

Synopsis: Approval of the Budget Plan for the fiscal year ending June 30, 2017 is proposed.

WHEREAS the State of Ohio Biennial Budget for State Fiscal Years 2016 and 2017, including funding levels for state institutions of higher education, was signed into law on June 30, 2015; and

WHEREAS tuition and fee levels for the Columbus and Regional Campuses for the fiscal year ending June 30, 2017, were approved at the April 8, 2016, Board of Trustees meeting; and

June 3, 2016 meeting, Board of Trustees

WHEREAS additional approvals of student fees are being proposed for fiscal year ending June 30, 2017, at the June 3, 2016, Board of Trustees meeting; and

WHEREAS the president now recommends approval of the budget for the university for the fiscal year ending June 30, 2017:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the university's budget plan for the fiscal year ending June 30, 2017, as described in the accompanying fiscal year 2017 budget plan book and authorizes the president to make expenditures within the projected income.

(See Appendix LXIX for background information, page 1821)

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### **APPROVAL OF FISCAL YEAR 2017 USER FEES AND CHARGES**

Resolution No. 2016-129

Synopsis: Approval of user fees and charges at all campuses of The Ohio State University, effective autumn semester of fiscal year 2017, are proposed.

WHEREAS the Board of Trustees of The Ohio State University supports the university's continued implementation of the Academic Plan and its initiatives to meet the needs of Ohio State students; and

WHEREAS the university is committed to access, affordability, and excellence; and

WHEREAS consultations have taken place within the university to determine the appropriate board charges and student health plan charges, as described in the accompanying text and tables which have been reviewed and recommended; and

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the dining plans and their rates as they are outlined in the attached document; and

BE IT FURTHER RESOLVED, That the student health plan rate structure as outlined in the attached document is approved; and

BE IT FURTHER RESOLVED, That these rates, as described in the attached document, shall be effective Autumn Semester of fiscal year 2017.

(See Appendix LXX for background information, page 1857)

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### **MODIFICATION OF DIVESTMENT PROCESS FOR THE LONG-TERM INVESTMENT POOL**

Resolution No. 2016-130

Synopsis: Modifying the university's Investment Policy #5.90 (approved August 30, 2013) to revise the process to approve divestment actions for non-economic reasons, is proposed.

WHEREAS The Ohio State University Board of Trustees previously adopted the Investment Policy #5.90 in August 2013 to govern various aspects of the management of the university's investment portfolios, including the Long-Term Investment Pool (LTIP); and

June 3, 2016 meeting, Board of Trustees

WHEREAS the purpose of the LTIP is to generate resources to support the university's mission; and

WHEREAS the university seeks to maximize investment returns of the LTIP within appropriate levels of risk to achieve this purpose; and

WHEREAS the university also recognizes a duty to support larger societal objectives; and

WHEREAS there is a desire to modify the Investment Policy such that if through a campus governance process, a divestment action for non-economic reasons is recommended, such divestment action must be brought to The Ohio State University Board of Trustees for a vote, accompanied by an impact review report from the senior vice president for business and finance regarding the potential impact of the proposed divestment on the LTIP; and

WHEREAS the proposed modifications to the process to approve divestment actions for non-economic reasons provide for a single approval process by which all divestment actions shall be considered by The Ohio State University Board of Trustees; and

WHEREAS the chief investment officer has recommended to the senior vice president for business and finance modifications to the Investment Policy to revise the process to approve divestment actions for non-economic reasons; and

WHEREAS the senior vice president for business and finance has reviewed the proposed modifications to the Investment Policy to revise the process to approve divestment actions for non-economic reasons, has determined that it is appropriate and in the best interest of the university that such modifications be adopted, and has recommended such modifications to the Finance Committee; and

WHEREAS the Finance Committee has approved such proposed modifications to the Investment Policy to revise the process to approve divestment actions for non-economic reasons; and

WHEREAS the Finance Committee hereby recommends such modifications to the Investment Policy to revise the process to approve divestment actions for non-economic reasons to The Ohio State University Board of Trustees; and

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves modifications to the Investment Policy to revise the process to approve divestment actions for non-economic reasons such that Section II(J)(3) is hereby deleted in its entirety and replaced with the following:

“Divestment for non-economic reasons should be recommended through a campus governance process, i.e., student government, University Senate or an appropriate committee or decision-making body. That recommendation must be brought forward for a vote by the Board of Trustees, accompanied by an impact review report from the senior vice president for business and finance regarding the potential impact of the proposed divestment on the LTIP.”

(See Appendix LXXI for background information, page 1873)

\*\*\*

**2016 IMPLEMENTATION OF EFFICIENCY AND AFFORDABILITY  
RECOMMENDATIONS**

Resolution No. 2016-131

Synopsis: Ohio State's implementation plan in response to recommendations of the Ohio Task Force on Affordability and Efficiency to be submitted to the state Department of Higher Education, is proposed.

WHEREAS Governor John R. Kasich established the Ohio Task Force on Affordability and Efficiency in Higher Education in 2015 to recommend solutions for state colleges and universities to enhance affordability and efficiency; and

WHEREAS The Ohio State University supported the goals and work of this task force, of which Senior Vice President and Chief Financial Officer, Geoff Chatas was chairman; and

WHEREAS The task force delivered its recommendations in the report "Action Steps to Reduce College Costs" on October 1, 2015; and

WHEREAS House Bill 64 (Section 369.550) requires each institution's Board of Trustees to complete an efficiency review, based on the task force's recommendations, by July 1, 2016, and submit their findings and implementation plans to the chancellor within 30 days, or by August 1, 2016; and

WHEREAS consultations have taken place within the university to review and apply the recommendations to Ohio State's circumstances; and

WHEREAS Ohio State's focus on access, affordability, and excellence is in strong alignment with the recommended action steps, and the university supports the commitments to reduce student costs while investing in the quality of their education:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the university's response to the task force recommendations in the attached document is approved; and

BE IT FURTHER RESOLVED, That the attached document be delivered to the chancellor of the Department of Higher Education on or before August 1, 2016.

(See Appendix LXXII for background information, page 1874)

\*\*\*

**AUTHORIZATION FOR DESIGNATED OFFICIALS TO BUY, SELL, ASSIGN,  
AND TRANSFER SECURITIES, TO DEPOSIT OR WITHDRAW FUNDS  
FROM ACCOUNTS, AND TO DESIGNATE DEPOSITORIES**

Resolution No. 2016-132

Synopsis: Authorization for designated officials to buy, sell, assign, and transfer securities, to deposit or withdraw funds from bank and investment accounts held in the name of The Ohio State University, to designate depositories, and to execute related agreements, is proposed.

WHEREAS designated officials of the university buy, sell, assign, and transfer stocks, bonds, and other financial instruments owned by The Ohio State University; and

WHEREAS various financial institutions are designated as depositories of The Ohio State University; and

June 3, 2016 meeting, Board of Trustees

WHEREAS accounts at various financial institutions are opened and maintained in the name of The Ohio State University; and

WHEREAS the university treasurer serves as trustee for deferred gift vehicles:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby authorizes the university treasurer and/or the university senior vice president for business and finance or their designees to buy, sell, assign, and transfer any and all stocks, bonds, evidences of interest and/or indebtedness, rights and options to acquire or to sell the same, and all other securities corporate or otherwise, standing in the name of or belonging to The Ohio State University in any capacity; and

BE IT FURTHER RESOLVED, That the university treasurer and/or the university senior vice president for business and finance or their designees be authorized to designate various financial institutions as depositories for The Ohio State University, and to open and maintain accounts at various financial institutions in the name of The Ohio State University; to engage in and sign agreements for bank financing, underwriting, brokerage, leasing, equipment financing, foreign currency exchange, hedging vehicles including forwards, futures, swaps, options and financial advisory services; and

BE IT FURTHER RESOLVED, That the university treasurer and/or the university senior vice president for business and finance or their designees be authorized, on behalf of The Ohio State University and in its name, to sign checks, drafts, notes, bills of exchange, letters of credit, acceptances, electronic fund transfers or other orders for the payment of money from said accounts; to endorse in writing or by stamp checks, notes, bills, certificates of deposit, or other instruments owned or held by the university for deposit in said accounts or for collection or discount by said banks; to accept drafts, acceptances, and other instruments payable to said banks; to waive, demand, protest, file notice of protest, or dishonor any check, note, bill, draft, or other instrument made, drawn, or endorsed by the university; and

BE IT FURTHER RESOLVED, That the university treasurer or the university treasurer's designees be authorized to serve as trustee for deferred gifts to The Ohio State University to include, but not limited to, charitable remainder trusts, charitable lead trusts, gift annuities and pooled income funds.

(See Appendix LXXIII for background information, page 1888)

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

Resolution No. 2016-133

**Approval To Enter Into Professional Services Contracts**  
Mack Hall - Restroom Renovations

**Approval To Enter Into Construction Contracts**  
Airport Enhancements - Leasable Hangars  
Mack Hall - Restroom Renovations  
Newark - Residence Hall

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

WHEREAS in accordance with the attached materials, the university desires to enter into professional contracts for the following projects:

June 3, 2016 meeting, Board of Trustees

	Prof. Serv. Approval Requested	Total Project Cost	
Mack Hall - Restroom Renovations	\$0.6M	\$4.2M	auxiliary funds

WHEREAS in accordance with the attached materials, the university desires to enter into construction contracts for the following projects:

	Construction Approval Requested	Total Project Cost	
Airport Enhancements - Leasable Hangars	\$4.6M	\$20.3M	development funds university funds
Mack Hall - Restroom Renovations	\$3.6M	\$4.2M	auxiliary funds
Newark - Residence Hall	\$11M	\$12.9M	university funds

WHEREAS the Master Planning and Facilities Committee has reviewed the projects listed above for alignment with all applicable campus plans and guidelines; and

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 enter into professional services contracts and enter into 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 LXXIV for background information, page 1889)

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#### **ACQUISITION OF 1.271+ ACRES OF IMPROVED REAL PROPERTY**

Resolution No. 2016-134

80 NORTH DREXEL AVENUE  
BEXLEY, FRANKLIN COUNTY, OHIO 43209  
PARCEL ID #020-001866

Synopsis: Authorization to acquire real property located at 80 North Drexel Avenue, Bexley, Franklin County, Ohio, is proposed.

WHEREAS on October 27, 2000, The Ohio State University Foundation (the "Foundation") acquired certain real property and improvements at 80 North Drexel Avenue, Bexley, Ohio (the "Property"); and

WHEREAS on August 23, 2007, the Property was transferred by the Foundation to its wholly owned subsidiary, Clifton Holdings LLC ("Clifton"), and thereafter Clifton entered into a lease agreement, effective May 1, 2008, with the university whereby the university leased the Property for use as the president's residence; and

WHEREAS the university is now seeking authorization to acquire the Property in the name of the Board of Trustees at a purchase price not to exceed \$1.00; and

WHEREAS the Offices of the President and Administration and Planning have determined that the acquisition of the Property is in line with the current treatment of the property as a university facility and will result in a more streamlined ownership and operational structure:

June 3, 2016 meeting, Board of Trustees

NOW THEREFORE

BE IT RESOLVED, That the president and/or senior vice president for business and finance be authorized to take any action required to effect the acquisition of the Property upon such terms and conditions deemed to be in the best interest of the university.

(See Appendix LXXV for background information, page 1892)

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**SALE OF MINERAL INTERESTS**

Resolution No. 2016-135

**WEST UNION DISTRICT  
DODDRIDGE COUNTY, WEST VIRGINIA**

Synopsis: Authorization to sell any and all mineral interests held by the Board of Trustees in certain tracts of land located in the West Union District of Doddridge County, West Virginia, is proposed.

WHEREAS there are tracts of land equal to approximately 520 acres located in the West Union District of Doddridge County, West Virginia, and it is proposed that the Board of Trustees sell any and all of its mineral interests in such tracts, which interests are estimated to be approximately 11.85916667 net mineral acres held by a mineral lease and 16.10513021 net mineral acres not held by a mineral lease; and

WHEREAS the Board of Trustees shall transfer any and all of such interests pursuant to a Quit Claim Deed; and

WHEREAS proceeds from the sale of the above described interests will benefit the College of Engineering, Electrical and Computer Engineering program; and

WHEREAS the appropriate university offices have determined that the sale of any such mineral interests is in the best interest of the university:

NOW THEREFORE

BE IT RESOLVED, That the president and/or senior vice president for business and finance be authorized to negotiate and agree to the terms and conditions of the sale of the above described mineral interests deemed to be in the best interest of the university and to take any action required to effect the sale, including without limitation, the execution of a Quit Claim Deed.

(See Appendix LXXVI for background information, page 1894)

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**AMENDED SALE OF REAL PROPERTY**

Resolution No. 2016-136

**COUNTY PARCEL 590-159023  
WEST CASE ROAD  
COLUMBUS AND FRANKLIN COUNTY, OHIO**

Synopsis: Approval to sell real property located along the south side of West Case Road, Columbus, Franklin County, Ohio, is proposed.

WHEREAS the property comprised of approximately 57.7+/- acres was acquired in March 1954 and is currently utilized by the College of Food, Agricultural, and Environmental

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Sciences (CFAES) to support research, teaching and outreach functions for Animal Sciences' Columbus-based sheep program; and

WHEREAS the property, parcel 590-159023, is titled to the state of Ohio and will require state legislative approval for sale; and

WHEREAS CFAES, through its Framework planning efforts and other university departments, have declared the property surplus; and

WHEREAS a portion of the proceeds from the sale of the above referenced property will benefit the CFAES and will help fund the construction of a new multi-species animal facility at Waterman Agricultural and Natural Resource Laboratory which will enhance the teaching, research, and outreach mission of the College in animal related programs, promote additional collaboration among departments within CFAES, and promote additional collaboration among colleges and service centers within the university (e.g. dining services).

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 take any action required to effect the sale of the property and to negotiate a purchase contract containing terms and conditions deemed to be in the best interest of the university.

(See Appendix LXXVII for background information, page 1895)

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#### **APPOINTMENT TO SELF-INSURANCE BOARD**

Resolution No. 2016-137

Synopsis: Appointment of members to the Self-Insurance Board, is proposed.

WHEREAS the Board of Trustees directed that a Self-Insurance Board be established to oversee the University Self Insurance Program; and

WHEREAS the Board of Trustees on December 6, 2002, approved the expansion of the University Self-Insurance Program to include the faculty physicians and their clinical staff who are employees of Ohio State University Physicians, Inc.; and

WHEREAS all members of the Self-Insurance Board are appointed by The Ohio State University Board of Trustees upon recommendation of the president; and

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approve that the following individual be appointed as member of the Self Insurance Board effective June 30, 2016, for the terms specified below:

Douglas Robinette, term ending June 30, 2018

BE IT FURTHER RESOLVED, That this appointment entitles members to any immunity, insurance or indemnity protection to which officers and employees of the university are, or hereafter may become, entitled.

Mr. Shumate:

May I have a motion?

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Before I ask the secretary to call the roll, I want to note that these will be the first votes cast by our student trustees. Halie, I know that you and Steven Loborec worked very hard on this. Do you have any comments or thoughts that you would like to make?

Ms. Vilagi:

It is an honor to be here. I know that this is something that many generations of student trustees and legislators have worked for. I am grateful for the opportunity and am hopeful in my next year as I continue to serve.

President Drake:

We are going to watch carefully how you vote.

Upon motion of Mrs. Kass, seconded by Mr. Gasser, the Board of Trustees adopted the foregoing resolutions with twelve affirmative votes, cast by trustees Dr. Lancaster, Ms. Vilagi, Mr. Fischer, Mr. Porteus, Ms. Krueger, Mr. Kellogg, Dr. Wadsworth, Mr. Jurgensen, Dr. Reid, Mr. Gasser, Mrs. Kass, and Mr. Shumate.

\*\*\*

President Drake:

We are also seeking approval of the following. Ms. Vilagi and Dr. Lancaster will abstain.

#### **FACULTY PERSONNEL ACTIONS**

Resolution No. 2016-138

BE IT RESOLVED, That the Board of Trustees hereby approves the faculty personnel actions as recorded in the personnel budget records of the university since the April 8, 2016, meeting of the board, including the following appointments, appointments/reappointments of chairpersons, faculty professional leaves, and emeritus titles:

##### Appointments

Name: SHARYN D. BAKER\*  
Title: Professor (The Gertrude Parker Heer Chair in Cancer Research)  
College: Pharmacy  
Term: August 24, 2015 through August 23, 2019

Name: JAMES K. BELKNAP  
Title: Professor (The Truman Chair in Equine Clinical Medicine and Surgery)  
College: Veterinary Clinical Sciences  
Term: June 3, 2016 through June 2, 2021

Name: PHILIP F. BINKLEY  
Title: Professor (James W. Overstreet Chair in Cardiology)  
College: Medicine  
Term: July 1, 2016 through June 30, 2020

Name: JOHN C. BYRD  
Title: Distinguished University Professor  
Department: Internal Medicine  
Effective: July 1, 2016

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Name: COLLEEN M. CEBULLA  
Title: Associate Professor (The Torrence A. Makley Research Professorship)  
College: Medicine  
Term: July 1, 2016 through June 30, 2020

Name: PETER W. CULICOVER  
Title: Distinguished University Professor  
Department: Linguistics  
Effective: July 1, 2016

Name: TINA M. HENKIN  
Title: Distinguished University Professor  
Department: Microbiology  
Effective: July 1, 2016

Name: LONNIE J. KING  
Title: Acting Vice President  
Office: Agricultural Administration  
Title: Acting Dean  
College: Food, Agricultural, and Environmental Sciences  
Term: May 15, 2016 through December 31, 2016

Name: BODO E. KNUDSEN  
Title: Associate Professor (The Henry A. Wise II, M.D., Endowed Chair in Urology)  
College: Medicine  
Term: June 3, 2016 through June 30, 2020

Name: CHERYL T. LEE\*  
Title: Professor (The Dorothy M. Davis Chair in Cancer Research Fund)  
College: Medicine  
Term: July 1, 2016 through June 30, 2018  
Title: Chair  
Department: Urology  
Term: July 1, 2016 through June 30, 2020

Name: ZHENGUO LIU  
Title: Associate Professor (The James Hay and Ruth Jansson Wilson Professorship in Cardiology)  
College: Medicine  
Term: July 1, 2016 through June 30, 2020

Name: BRUCE A. MCPHERON  
Title: Executive Vice President and Provost  
Office: Academic Affairs  
Term: June 1, 2016 through May 31, 2021

Name: LAXMI S. MEHTA  
Title: Associate Professor-Clinical (The Sarah Ross Soter Endowed Chair in Women's Cardiovascular Health at OSU Heart Center)  
College: Medicine  
Term: July 1, 2016 through June 30, 2020

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Name: TIMOTHY M. PAWLIK\*  
Title: Professor (The Urban Meyer III and Shelley Meyer Chair for Cancer Research)  
College: Comprehensive Cancer Center / The Arthur G. James Cancer Hospital and the Richard J. Solove Research Institute  
Title: Chair  
Department: Surgery  
Term: August 1, 2016 through June 30, 2020

Name: PETER G. SHIELDS  
Title: Professor (The Julius F. Stone Chair in Cancer Research)  
College: Medicine  
Term: July 1, 2016 through June 30, 2019

Name: DONGBIN XIU  
Title: Professor and Ohio Eminent Scholar in the Department of Mathematics  
College: Arts and Science  
Effective: June 1, 2016

Reappointments

Name: WILLIAM L. BELL  
Title: Professor-Clinical (Richard J. and Martha D. Denman Professorship for Clinical Research in Epilepsy)  
College: Medicine  
Term: May 1, 2016 through April 30, 2020

Name: WILLIAM L. BELL  
Title: Professor-Clinical (Richard J. and Martha D. Denman Professorship for Clinical Research in Epilepsy)  
College: Medicine  
Term: May 1, 2016 through April 30, 2020

Name: JEFFREY LAKRITZ  
Title: Professor (The Vernon L. Tharp Professorship in Food Animal Medicine)  
College: Veterinary Medicine  
Term: April 1, 2016 through March 31, 2021

Name: PATRICK M. LLOYD  
Title: Dean  
College: Dentistry  
Term: August 13, 2016 through August 12, 2021

Name: BERNADETTE MELNYK  
Title: Dean  
College: Nursing  
Term: August 13, 2016 through December 31, 2016

Name: PETER R. MANSOOR  
Title: Professor (The Major General Raymond E. Mason Chair in Military History)  
College: Arts and Sciences  
Term: July 1, 2014 through June 30, 2019

(See Appendix LXXVIII for background information, page 1897)

June 3, 2016 meeting, Board of Trustees

Mr. Shumate:

May I have a motion?

Upon motion of Dr. Wadsworth, seconded by Ms. Krueger, the Board of Trustees adopted the foregoing resolutions with ten affirmative votes, cast by trustees Mr. Fischer, Mr. Porteus, Ms. Krueger, Mr. Kellogg, Dr. Wadsworth, Mr. Jurgensen, Dr. Reid, Mr. Gasser, Mrs. Kass, and Mr. Shumate. Trustees Vilagi and Lancaster abstained.

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President Drake:

We are also seeking your approval of the following. Ms. Vilagi will abstain.

**ESTABLISHMENT OF A CLINICAL FACULTY TRACK IN  
THE JOHN GLENN COLLEGE OF PUBLIC AFFAIRS**

Resolution No. 2016-139

**JOHN GLENN COLLEGE OF PUBLIC AFFAIRS**

Synopsis: Approval to establish a Clinical Faculty Track in the John Glenn College of Public Affairs, is proposed.

WHEREAS the proposal solidifies the college's commitment to national accreditation standards by providing the College with a professional track to attract and retain high quality expert practitioners; and

WHEREAS this track provides the colleges' growing student body more access to professionally informed, high-quality instruction in appropriate courses; and

WHEREAS the proposal adheres to the Guidelines for the Establishment of Clinical Faculty Tracks, and has the support of the college faculty and dean; and

WHEREAS the proposal was reviewed and approved by a subcommittee and then by the full Council on Academic Affairs on April 12, 2016; and

WHEREAS the proposal was reviewed and received a unanimous vote of approval by the University Senate on April 21, 2016:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the proposal to establish a Clinical Faculty Track in the John Glenn College of Public Affairs.

Mr. Shumate:

May I have a motion?

Upon motion of Mr. Gasser, seconded by Mrs. Kass, the Board of Trustees adopted the foregoing resolutions with eleven affirmative votes, cast by trustees Dr. Lancaster, Mr. Fischer, Mr. Porteus, Ms. Krueger, Mr. Kellogg, Dr. Wadsworth, Mr. Jurgensen, Dr. Reid, Mr. Gasser, Mrs. Kass, and Mr. Shumate. Trustee Vilagi abstained.

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June 3, 2016 meeting, Board of Trustees

President Drake:

We are also seeking your approval of the following. Dr. Lancaster will abstain.

#### PERSONNEL ACTIONS

Resolution No. 2016-140

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 April 8, 2016, meeting of the board, including the following appointments:

##### Appointments

Name: JAVAUNE M. ADAMS-GASTON  
Title: Senior Vice President  
Office: Student Life  
Term: April 13, 2016 through June 30, 2019

Name: LONNIE J. KING  
Title: Acting Vice President  
Office: Agricultural Administration  
Title: Acting Dean  
College: Food, Agricultural, and Environmental Sciences  
Term: May 15, 2016 through December 31, 2016

Name: CHERYL T. LEE\*  
Title: Professor (The Dorothy M. Davis Chair in Cancer Research Fund)  
College: Medicine  
Term: July 1, 2016 through June 30, 2018  
Title: Chair  
Department: Urology  
Term: July 1, 2016 through June 30, 2020

Name: BRUCE A. MCPHERON  
Title: Executive Vice President and Provost  
Office: Academic Affairs  
Term: June 1, 2016 through May 31, 2021

Name: TIMOTHY M. PAWLIK\*  
Title: Professor (The Urban Meyer III and Shelley Meyer Chair for Cancer Research)  
College: Comprehensive Cancer Center / The Arthur G. James Cancer Hospital and the Richard J. Solove Research Institute  
Title: Chair  
Department: Surgery  
Term: August 1, 2016 through June 30, 2020

Name: EUGENE D. SMITH  
Title: Senior Vice President (The Wolfe Foundation Endowed Athletics Director)  
Department: Athletics  
Term: May 12, 2016 through June 30, 2020

Name: CAROLINE C. WHITACRE  
Title: Senior Vice President  
Office: Research  
Term: May 12, 2016 through August 31, 2017

June 3, 2016 meeting, Board of Trustees

Reappointments

Name: JACK D. KASEY  
Title: Senior Vice President  
Office: Administration and Planning  
Term: June 1, 2016 through May 31, 2018

Name: MARK B. LANDON  
Title: Chair  
Department: Obstetrics and Gynecology  
Term: July 1, 2014 through June 30, 2018

Name: PATRICK M. LLOYD  
Title: Dean  
College: Dentistry  
Term: August 13, 2016 through August 12, 2021

Name: BERNADETTE MELNYK  
Title: Dean  
College: Nursing  
Term: August 13, 2016 through December 31, 2016

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**FISCAL YEAR 2017 CAPITAL INVESTMENT PLAN**

Resolution No. 2016-141

Synopsis: Authorization and acceptance of the Capital Investment Plan for the fiscal year ending June 30, 2017, is proposed.

WHEREAS the university has presented the recommended capital expenditures for the fiscal year ending June 30, 2017; and

WHEREAS the recommended capital expenditures are the result of the university's comprehensive annual capital planning process; and

WHEREAS only those projects outlined in these recommendations will be approved for funding:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that Capital Investment Plan for the fiscal year ending June 30, 2017, as described in the accompanying documents; and

BE IT FURTHER RESOLVED, That any request for authorization to proceed with any project contained in these recommendations or for university funds for any such projects must be submitted individually by the university for approval by the Board of Trustees, as provided for by board policy.

(See Appendix LXXIX for background information, page 1910)

Mr. Shumate:

We have a motion?

Upon motion of Dr. Reid, seconded by Mr. Kellogg, the Board of Trustees adopted the foregoing resolutions with eleven affirmative votes, cast by trustees Ms. Vilagi, Mr. Fischer,

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Mr. Porteus, Ms. Krueger, Mr. Kellogg, Dr. Wadsworth, Mr. Jurgensen, Dr. Reid, Mr. Gasser, Mrs. Kass, Mr. Shumate. Trustee Lancaster abstained.

Mr. Shumate:

Thank you to all of the trustees for your hard work over the past several days as well as all of the activities in between our various board meetings. The next meeting of the board will take place on Friday, September 2, 2016. If there is no other business to come before the board, this meeting is adjourned. Thank you.

Attest:

Alex Shumate  
Chairman

Blake Thompson  
Secretary

June 3, 2016 meeting, Board of Trustees

APPENDIX LXV

**CHAPTER 5 - Faculty, Governance, and Committees**

**3335-5-07 Definition of faculty duties and responsibilities.**

Faculty members who are on duty are accountable for meeting the formal and informal obligations associated with research, service, and/or teaching or clinical practice. Duties and responsibilities are assigned annually in accordance with the workload guidelines laid out in the pattern of administration of each faculty member's tenure initiation unit and, as appropriate, regional campus.

Full-time, twelve-month, faculty members are expected to be on duty for an average of nineteen working days a month, with working days defined as weekdays that are not designated as university holidays. Faculty members on nine-month appointments are commonly on duty for nineteen working days a month averaged over a nine-month period. The most common pattern for a nine-month on-duty period under semesters ~~includes the autumn and spring semesters and the May session~~ is from August 15 to May 15.

Breaks within a given semester, summer term, or session, as well as any days between the end of the exam period and the beginning of the next semester or session, will be considered off-duty days. Faculty on twelve-month appointments are on duty on all working days except for the days they accrue and designate as vacation days. Terms of duty for full-time associated faculty on nine- or twelve-month appointments should parallel the terms for nine- and twelve-month tenure-track faculty unless otherwise specified in their annual letter of appointment; terms for shorter-term associated faculty are specified in their annual letter of appointment.

**3335-5-48.11 Fiscal committee.**

(A) Membership.

The fiscal committee shall consist of twenty-~~two~~six members.

(1) Nine tenure-track faculty members.

(a) Eight tenure-track faculty, at least one of whom is a department chair, and at least two of whom are members of the senate, selected by the faculty council.

~~(b)~~ (b) One tenure-track faculty appointed by the president.

(2) ~~Four~~Six students ~~appointed for two-year terms~~.

(a) One graduate student. ~~The term of service is two years.~~

(b) One professional student. ~~The term of service is two years.~~

(c) ~~Two~~Four undergraduate students at least ~~one~~two of whom ~~is a member~~are members of the senate. ~~The term of service is two years.~~

(3) Three staff members appointed for three-year terms.

~~(a) Two department-, school-, center- or college-level~~(a) Two staff members with extensive fiscal and budgetary experience and expertise, one selected by the faculty council in consultation with the university staff advisory committee, and

one selected by the executive deans in consultation with the senior fiscal officers.

(b) One staff member appointed by the president.

(4) ~~Six~~Eight administrators.

(a) Two central administration officials appointed by the president. These members are non-voting.

(b) The four executive deans.

~~(c) The executive vice president and provost, or designee. This member is non-voting.~~

~~(d) The senior vice president and chief financial officer, or designee. This member is non-voting.~~

(B) Duties and responsibilities.

The committee shall have full access to all fiscal documentation necessary to perform the following functions:

(1) Review, on a continuing basis, the fiscal policies and resources of the university;

(2) Advise the president on the alternatives and strategies for the long-term and short-term allocation of university resources consistent with maintaining the missions of the university;

(3) Analyze resources and budgets from an overall university-wide perspective;

(4) Analyze resources and budgets in detail for centrally supported vice presidential units;

(5) Advise the president, in the event of an imminent financial crisis, whether a determination of financial exigency is warranted; and

(6) Report annually to the faculty council and the senate on the budgetary and fiscal condition of the university.

(C) Organization.

(1) The committee shall annually elect a chair from its faculty membership.

(2) As a standing committee of the senate, this committee is also governed by the provisions of rules 3335-5-46 and 3335-5-48 of the Administrative Code.

## CHAPTER 8 - Instruction

### ~~3335-8-19 Course examinations.~~

~~At the close of each course as defined in rule 3335-8-01 of the Administrative Code, an examination will be given on the student's capabilities relative to the stated course objectives, the method of examining to be determined by the instructor or supervisor of the~~

~~course. Examinations in laboratory and seminar courses shall be optional with the instructor concerned.~~

**3335-8-19 Student assessment.**

- (A) Each course as defined in rule 3335-8-01 of the Administrative Code will have a syllabus to be provided to each student at the start of the term explaining how the student's performance will be assessed.
- (B) By the close of each course as defined in rule 3335-8-01 of the Administrative Code, the student's performance relative to the stated course objectives will be assessed, the method of assessment to be determined by the instructor or supervisor of the course.
- (C) Written in-class examinations given at the end of the term that are comprehensive in nature should be given only during the final exam period and administered pursuant to rule 3335-8-20. Written in-class examinations allowed during the last week of classes shall not exceed the scale, scope, duration and percent of grade of other examinations given in that class during the term, nor exceed 30% of the final course grade unless approved by the unit head. All examinations, papers and projects set for the last week of classes in a semester must be clearly assigned and scheduled in the instructor's syllabus. In a course where a final examination is the only written examination given during the term, that examination may not be given during the last week of classes, and must be scheduled during the final examination period and administered pursuant to rule 3335-8-20.

**3335-8-20 Schedules for final examinations.**

- (A) Examinations administered during the final exam period for classes taught on the regional campuses and for classes whose enrollment is exclusively of students registered in the colleges of dentistry, law, medicine, optometry, pharmacy, and veterinary medicine will be scheduled by the offices of the regional campuses and of the colleges respectively. All examination schedules prepared outside the office of the university registrar shall, before publication, be cleared with the office of the university registrar which shall have the power to resolve all conflicts.
- (B) All other ~~final~~ examinations administered during the final exam period shall be centrally scheduled by the office of the university registrar. The official examination schedules shall be strictly adhered to by all instructors. Any deviation must first be approved by the appropriate university official (department chair, regional campus dean and director, or college dean) in consultation with the office of the university registrar, which shall have the power to resolve all conflicts. Final grades for graduating students must be submitted electronically to the office of the university registrar by the deadlines established by that office.
- (C) In performing its scheduling function the office of the university registrar shall limit individual examinations to two-hour duration and the total examination period to no more than five days.

**3335-8-35 University year.**

- (A) The university year shall include an autumn and spring semester, each of approximately sixteen weeks, and a summer term of approximately thirteen weeks ~~which runs concurrently with a May session of approximately four weeks, followed by a summer session of approximately eight weeks.~~ Semesters, summer term, and sessions are inclusive of instructional days, scheduled reading and exam days, and

intra-semester breaks. Autumn and spring semesters may be divided into two sessions of approximately seven weeks each. Summer term may be divided into three continuous sessions of four weeks each, two continuous sessions of six weeks each, or two overlapping sessions of eight weeks each. The university year will begin in the autumn semester.

- (B) The academic calendar, including the dates of the beginning and ending of each semester, ~~and term~~, session, ~~and~~ finals schedule, and breaks shall be published in the appropriate university formats/media.

## CHAPTER 13 - University Property

### ~~3335-13-07 Rules governing faculty and staff participation in companies commercializing university research.~~

- ~~(A) Policy statement.~~

~~Pursuant to section 3345.14 of the Revised Code, the university board of trustees has determined that the interests of the university will be served if faculty and some categories of staff are afforded the opportunity to hold personal financial interests in companies commercializing their university research. Faculty and staff participation in technology licensing transactions will facilitate the university's goal of making its research available for use in the private marketplace by giving researchers an incentive to develop inventions with commercial applications. The opportunity to participate in these transactions is also essential to the university's efforts to attract and retain highly-qualified researchers. The procedures and guidelines set forth in these rules are intended to enable the university to realize the benefits of these entrepreneurial activities while protecting the integrity of our research and educational mission and to comply with university policies and applicable federal and state laws.~~

- ~~(B) Definitions.~~

- ~~(1) A technology commercialization company is a private commercial entity that is owned in whole or in part by a university employee and that has as its purpose the development and commercialization of university-owned technology created by that employee.~~
- ~~(2) The university's ownership of intellectual property rights in technology created by its faculty and staff is determined in accordance with section 3345.14 of the Revised Code and the university policy on patents and copyrights. As more fully explained in the policy on patents and copyrights, university-owned technology generally does not include textbooks and other scholarly and artistic works.~~
- ~~(3) The technology transfer oversight committee is the university body responsible for the approval and oversight of technology commercialization companies pursuant to a delegation of authority from the university board of trustees.~~
- ~~(4) The conflicts of interest administrator is the university official who is responsible for assisting faculty and other university employees in identifying, managing and eliminating conflicts of interest, and in particular for facilitating the development of conflict of interest management plans for faculty and staff participating in technology commercialization companies.~~

~~(C) — Applicability.~~

- ~~(1) — These rules shall apply to all faculty who create intellectual property owned by the university and who desire to hold an ownership interest in a technology commercialization company.~~
- ~~(2) — These rules shall apply to staff members holding unclassified appointments, graduate associates, and student employees who:
  - ~~(a) — Are specifically assigned to engage in research and development activities;~~
  - ~~(b) — Create intellectual property owned by the university; and~~
  - ~~(c) — Desire to hold an ownership interest in a technology commercialization company.~~~~

~~(D) — Responsibilities of department chairs and staff supervisors.~~

- ~~(1) — Department chairs are responsible for ensuring that faculty who participate in technology commercialization companies comply with applicable university policies governing the terms and conditions of employment, and academic and research activities. Chairs are also responsible for ensuring compliance with the paid external consulting and faculty conflict-of-interest policies and for reviewing and making a recommendation as to the propriety of private business activities reported by their faculty in disclosure forms required by those policies.~~
- ~~(2) — Staff supervisors are responsible for ensuring that employees who participate in technology commercialization companies comply with applicable university policies governing the terms and conditions of employment, and academic and research activities. They are also responsible for ensuring compliance with the university policies on conflicts of interest and work outside the university applicable to staff employees and for reviewing and making a recommendation as to the propriety of private business activities reported by staff in disclosure forms required by those policies.~~

~~(E) — Approval process.~~

- ~~(1) — Faculty and staff members who wish to participate in a technology commercialization company must first obtain approval from their department chairs and deans or other appropriate supervisors. The office for technology licensing will be responsible for establishing the business terms of the transaction between the company and the university, and the conflicts of interest administrator will facilitate the development of a conflict of interest management plan.~~
- ~~(2) — The technology transfer oversight committee will review the sufficiency of business terms and conflict of interest management plans relating to technology commercialization companies. Written approval from the technology transfer oversight committee must be obtained before any business agreements relating to a technology commercialization company are finalized.~~
- ~~(3) — Faculty or staff members who wish to participate in a technology commercialization company may discuss initial company formation with the office for technology licensing; however, they should not, as a general rule, participate in the ongoing negotiation of option and licensing~~

~~terms between the company and university. As soon as possible, third parties, such as company management and/or legal counsel should perform this function.~~

- ~~(4) As a prerequisite to the granting of an exclusive license to university technology, a technology commercialization company must provide the office for technology licensing with a viable business plan including, at a minimum, the following:
    - ~~(a) A capitalization plan demonstrating access to funds necessary for company growth;~~
    - ~~(b) A proposed management team; and~~
    - ~~(c) Milestones for product development and commercial sale.~~~~
  - ~~(5) In recognition of the university's ownership of the technology, a technology commercialization company shall grant the university an equity interest in the company as negotiated by the office for technology licensing.~~
  - ~~(6) The faculty member's department chair or the staff member's supervisor must be active participants in discussions with the technology transfer oversight committee and in the development of the conflict of interest management plan relating to a technology commercialization company.~~
  - ~~(7) A chair or staff supervisor who has a financial interest or is a co-participant with a faculty or staff member in a technology commercialization company is not in a position to provide effective oversight of that activity. In these situations, another disinterested administrator must be appointed by the technology transfer oversight committee to perform the responsibilities of the chair or staff supervisor.~~
  - ~~(8) If the technology transfer oversight committee determines that, for any reason, it is not possible for the chair, the staff supervisor or another disinterested administrator to provide effective oversight of a transaction involving a technology commercialization company, the transaction should not be approved.~~
- ~~(F) Responsibility for university duties.~~
- ~~(1) Faculty are encouraged to develop discoveries and inventions with commercial potential; however, they should do so with due regard to the broader teaching and research mission of the university. Faculty should not allow their interest in a financial opportunity arising out of their research efforts to influence their teaching, or to interfere with their relationships with other faculty. In particular, research assignments for students should be based on the students' interests and academic development. Faculty should respect and promote the cooperative nature of the academic environment by sharing information and participating in joint research efforts with their colleagues.~~
  - ~~(2) While faculty are permitted by the policy on paid external consulting and these rules to engage in specified private business activities relating to their university positions, they continue to be responsible for the performance of all of their university teaching, research and service obligations. Authorized private business activities must be undertaken in accordance with the policy on paid external consulting and pursuant to formal consulting and conflict of interest management plans signed by~~

~~the faculty, the technology commercialization company and the university and approved by the department chair, the conflicts of interest administrator, the office for technology licensing, and the office of legal affairs.~~

- ~~(3) Staff members may engage in activities relating to a technology commercialization company during regularly assigned working hours only if they take approved leave. When performed outside regularly assigned working hours, these activities must be undertaken in accordance with the university policies on conflicts of interest and work outside the university applicable to staff employees and pursuant to a formal conflict of interest management plan signed by the staff member, the technology commercialization company and the university and approved by the department chair and/or supervisor, the conflicts of interest administrator, the office of technology licensing, and the office of legal affairs.~~
- ~~(4) Staff members may pursue research projects as authorized by their supervisors. Supervisors should authorize only those staff research projects that will advance the missions of the university and the employing unit, without regard to the financial interests of individual employees.~~

~~(G) Conflict of interest management standards.~~

- ~~(1) University facilities, equipment and other resources may be used for research benefiting a technology commercialization company only pursuant to a sponsored research agreement, facilities use agreement or other appropriate contractual arrangement.~~
- ~~(2) As a general rule, faculty or staff should not hold management positions in technology commercialization companies. While they may initially find it necessary to play a management role in a newly formed company, it is expected that their management responsibilities will decrease as the company develops. Professional management should be brought in at the earliest opportunity. In order to ensure the application of this principle, agreements between the university and a technology commercialization company should contain enforceable milestones for the reduction of these management responsibilities. Failure to comply with these agreed-upon milestones will result in the company's inability to engage in sponsored research, utilize student employees and the other commercialization agreements and/or activities permitted under these guidelines.~~
- ~~(3) Faculty should not allow their management activities with technology commercialization companies to consume a disproportionate amount of their professional attention. Faculty engaged in approved private business activities who are unable to perform all of their university responsibilities must reduce those activities or request a reduction of appointment or other approved leave. Professional improvement leave authorized under section 3345.28 of the Revised Code may not be used for private business purposes.~~
- ~~(4) Staff members who are unable to perform all of their university duties because of activities in connection with technology commercialization companies must reduce those activities or request a reduction of appointment or other approved leave.~~

- ~~(5) Graduate and undergraduate students may use university facilities, equipment and other resources to perform research benefiting a technology commercialization company only pursuant to a sponsored research agreement. As stipulated in the graduate school handbook, such research may not be used to satisfy the criteria for a thesis or dissertation if the material is restricted from publication. Students must be informed in writing of this restriction prior to the start of their research.~~
- ~~(6) Students may be employed by a technology commercialization company, subject to the limitation set forth in paragraph (G)(7) of this rule. Prior to such employment, the student, the faculty or staff member, the chair of the student's department, the chair of the graduate studies committee and a company representative must sign an agreement disclosing the student's rights and obligations.~~
- ~~(7) A student may not be employed by a technology commercialization company in which a faculty member has an ownership interest if:
  - ~~(a) The student is enrolled in a course taught by the faculty member;~~
  - ~~(b) The faculty member is a member of the student's thesis or dissertation committee; or~~
  - ~~(c) The faculty member is the student's advisor or the director of his or her thesis or dissertation research.~~~~

~~Such students may perform research benefiting a technology commercialization company only pursuant to a sponsored research agreement or other formal internship agreement through the university.~~

- ~~(8) Technology commercialization companies may not enter into any agreements with the university for the purchase, sale or rental of equipment, supplies or services other than those explicitly authorized by the technology transfer oversight committee.~~
- ~~(9) As a general rule, faculty and staff members who are not directly involved with research and development of technology licensed to a technology commercialization company may not hold equity interests in that company. Equity ownership in these situations is permissible only to the extent allowed by section 2921.42 of the Revised Code.~~
- ~~(10) University regulatory review boards including, for example, the institutional review board and the institutional laboratory animal care and use committee, may be utilized for research benefiting a technology commercialization company only pursuant to a sponsored research agreement.~~
- ~~(11) As a general rule, an individual faculty or staff member should not hold more than twenty-five per cent of the outstanding equity in a technology commercialization company. While significant faculty or staff equity ownership may be inherent in a newly formed company, it is expected that their ownership interests, as a percentage of the total outstanding shares or membership interests of the company, will decrease as the company develops and attracts additional equity. In order to ensure the observance of this principle, agreements between the university and technology commercialization companies should contain enforceable milestones for the dilution of these equity interests. Failure to comply with these agreed-upon milestones will result in the company's inability to~~

~~engage in sponsored research, utilize student employees and the other commercialization agreements and/or activities allowed for under this rule.~~

- ~~(12) Faculty or staff members may not assume the role of principal investigator in sponsored research projects funded by technology commercialization companies in which they have an interest if the projects involve the use of human subjects, or if they are veterinary clinical trials involving the use of animals. In other cases, faculty or staff may assume the role of principal investigator if a formal research integrity plan approved by the technology transfer oversight committee, the conflicts of interest administrator and the office of legal affairs is in place.~~
- ~~(13) Agreements for sponsored research projects funded by technology commercialization companies must include, at a minimum, a requirement for full university publication rights and fully negotiated cost recoveries. The office of research must approve exceptions to these conditions.~~
- ~~(14) Faculty and staff participating in technology commercialization companies approved pursuant to these rules continue to be bound by the university policy on patents and copyrights. New inventions and/or discoveries made as a result of a faculty or staff member's research efforts for the company, including those made under formal consulting agreements, will be owned by the university, and the company will be offered an exclusive option to the technology. New inventions and/or discoveries developed by the faculty or staff member for the company must be disclosed to the office of technology licensing as required by the policy on patents and copyrights.~~

**3335-13-07 Rules governing faculty, staff, and student participation in companies commercializing university research.**

(A) Objectives.

- (1) Pursuant to section 3345.14 of the Revised Code, the university board of trustees has determined that the interests of the university will be served if faculty and categories of staff and students defined in paragraph 3 of section B of this rule are afforded the opportunity to hold personal financial interests in university technology commercialization companies. This rule enables the university to realize the benefits of entrepreneurial activities while protecting the integrity of its research, educational, and service mission and to comply with university policies regarding actual and potential conflicts and applicable federal and state laws.
- (2) A university technology commercialization company is a private commercial entity that is owned in whole or in part by a university employee and that has as one of its purposes the development and/or commercialization of:
  - (a) university-owned technology, or
  - (b) university affiliate-owned technology if any university employee holds a 5% or greater equity interest in the company and the company receives or anticipates receiving consideration from the university as part of a business transaction with the university.

- (3) Faculty and defined categories of staff and students are encouraged to develop discoveries and inventions with commercial potential; however, they shall do so with due regard to the broader teaching, research, and service mission of the university.
- (4) Companies owned in whole or in part by a university employee that has as one of its purposes the development and commercialization of university affiliate-owned technology and any university employee holds less than 5% equity interest in the company and/or the company receives or anticipates receiving consideration from the university as part of a business transaction with the university may seek to, but are not obligated to, obtain approval pursuant to Section D below. If such approval is received, the company shall thereafter be accorded status as a university technology commercialization company for the purposes of this rule.

(B) Jurisdiction.

- (1) The university's ownership of intellectual property created by its faculty and defined categories of staff and students is determined in accordance with section 3345.14 of the Revised Code, federal law, and the university policy on intellectual property, patents, and copyrights.
- (2) This rule shall apply to all faculty who create intellectual property owned by the university or a university affiliate and who hold an ownership interest in a university technology commercialization company.
- (3) This rule shall apply to staff members holding unclassified appointments, graduate associates, and student employees who:
  - (a) Are specifically assigned to engage in research and development activities;
  - (b) Create intellectual property owned by the university or a university affiliate; and
  - (c) Hold an ownership interest in a university technology commercialization company.

(C) Administration.

- (1) Faculty, staff, and students participating in university technology commercialization companies shall follow all applicable university policies.
- (2) Participation in university technology commercialization companies must be approved by the university, including but not limited to the supervisor, tenure initiating unit head, or unit leader; the conflicts of interest administrator; the technology commercialization office; and the office of legal affairs. Such participation shall comport with:
  - (a) formal consulting and conflict of interest management plans signed by the employee;
  - (b) all applicable policies including but not limited to: faculty professional leave; faculty conflict of commitment; conflict of interest and work outside the university; faculty financial conflict of interest; faculty paid external consulting; and intellectual property, patents, and copyrights; and

- (c) any formal agreement with the university technology commercialization company.
  - (3) The board of trustees has authorized the technology transfer oversight committee as the university body responsible for the approval and oversight of university technology commercialization companies.
  - (4) The university shall designate a conflicts of interest administrator who is the university official responsible for assisting faculty and other employees in identifying, managing, reducing, or eliminating actual or potential conflicts of interest, and in particular for facilitating the development of conflict of interest management plans for faculty, staff, and students participating in university technology commercialization companies.
  - (5) Faculty and defined categories of staff and students shall adhere to applicable conflict of interest policies and shall disclose to the appropriate supervisor, tenure initiating unit head, or unit leader any financial interests held in a firm, corporation, or other association.
  - (6) Supervisors, tenure initiating unit heads, and unit leaders are responsible for ensuring that faculty and defined categories of staff and students who participate in university technology commercialization companies comply with all applicable university policies.
- (D) Approval process for university technology commercialization companies.
- (1) Faculty and defined categories of staff and students who wish to participate in a university technology commercialization company must first obtain approval from the appropriate supervisor(s) as described in section (C)(2) of this rule. The technology commercialization office will be responsible for establishing the business terms of the transaction between the company and the university or a university affiliate, and the conflicts of interest administrator will facilitate the development of a conflict of interest management plan.
  - (2) The technology transfer oversight committee will review the sufficiency of business terms and conflict of interest management plans relating to university technology commercialization companies. Written approval from the technology transfer oversight committee must be obtained before any business agreements relating to a university technology commercialization company are finalized.
  - (3) Faculty and defined categories of staff and students who wish to participate in a university technology commercialization company shall not participate in the ongoing negotiation of option and licensing terms between the company and the university or a university affiliate.
  - (4) The faculty, staff, or student's supervisor, tenure initiating unit head, or unit leader must be active participants in the development of the conflict of interest management plan relating to a university technology commercialization company.
  - (5) If a supervisor, tenure initiating unit head, or unit leader has a financial interest or is a co-participant with faculty, staff, or students in a university technology commercialization company, another administrator must be appointed to perform the responsibilities of the supervisor, tenure initiating unit head, or unit leader.

- (6) If the technology transfer oversight committee determines that, for any reason, it is not possible for the supervisor, tenure initiating unit head, unit leader, or another administrator to provide effective oversight of a transaction involving a university technology commercialization company, the transaction shall not be approved.
- (E) Responsibilities to the university.
- (1) Faculty should not allow their financial interests in a university technology commercialization company to influence their teaching, or to interfere with their relationships with other faculty. In particular, research assignments for students should be based on the students' interests and academic development. While faculty are permitted by the policy on faculty paid external consulting and this rule to engage in authorized private business activities relating to their university positions, they continue to be responsible for the performance of all of their university teaching, research and service obligations.
  - (2) Staff may engage in activities relating to a university technology commercialization company during regularly assigned working hours only if they take approved leave. Staff may pursue only those research projects that will advance the missions of the university and the employing unit, without regard to the financial interests of individual employees, and that are authorized by their supervisor, tenure initiating unit head, or unit leader.
  - (3) Student employees may not engage in activities relating to a university technology commercialization company during regularly assigned working hours.
- (F) Conflict of interest management standards.
- (1) University facilities, equipment and other resources may be used for research benefiting a university technology commercialization company pursuant only to a sponsored research agreement, facilities use agreement, or other appropriate contractual arrangement.
  - (2) Faculty and defined categories of staff and students should not hold permanent management positions in university technology commercialization companies. To ensure the application of this principle, agreements between the university or a university affiliate and a university technology commercialization company should contain enforceable milestones for the reduction of any management responsibilities.
  - (3) Faculty shall not allow their activities with university technology commercialization companies to consume a disproportionate amount of their professional attention. Faculty engaged in authorized private business activities who are unable to perform all of their university responsibilities must reduce those business activities or request a reduction of appointment or other approved leave in accordance with university policies. Faculty professional leave authorized under section 3345.28 of the Revised Code shall not be used for private business purposes.
  - (4) Staff who are unable to perform all of their university duties because of activities in connection with university technology commercialization companies must reduce those business activities or request a reduction

- of appointment or other approved leave in accordance with university policies.
- (5) As stipulated in the graduate school handbook, research benefiting a university technology commercialization company may not be used to satisfy the criteria for a thesis or dissertation if the material is restricted from publication. Faculty must inform the student in writing of this publication restriction prior to the start of the student's research.
  - (6) A student may not be employed by or hold equity interest in a university technology commercialization company in which a faculty member has an ownership interest if the faculty member has a supervisory, teaching, evaluation, advising, coaching, or counseling relationship with the student.
  - (7) Students may be employed by a university technology commercialization company, subject to the limitation set forth in paragraph (F)(6) of this rule. Student employment by a university technology commercialization company requires a sponsored research agreement or other formal internship agreement through the university in which the student's rights and obligations are disclosed.
  - (8) The university may not enter into any agreements with university technology commercialization companies for the purchase, sale, or rental of equipment, supplies or services other than those explicitly authorized by the technology transfer oversight committee.
  - (9) Faculty and staff who are not directly involved with research and development of technology licensed to a university technology commercialization company or the development of that company may hold equity interests in that company, barring the presence of undue influences (e.g., supervisory, teaching, evaluation, advising, coaching, or counseling relationships) and subject to university policies and Ohio Revised Code, particularly section 2921.42.
  - (10) University regulatory review boards including, for example, the institutional review board and the institutional animal care and use committee, may be used for research benefiting a university technology commercialization company pursuant only to a sponsored research agreement and any other university policies.
  - (11) Faculty or staff may not be the principal investigator in sponsored research projects funded by university technology commercialization companies in which they have an interest if the projects involve approval by the institutional review board or if they are veterinary clinical trials involving the use of animals unless provided for by other university policies. For sponsored research not requiring institutional review board or institutional animal care and use committee oversight, faculty or staff may assume the role of principal investigator if a formal research integrity plan approved by the technology transfer oversight committee, the conflicts of interest administrator, and the office of legal affairs is in place.
  - (12) Agreements for sponsored research projects funded by university technology commercialization companies must include, at a minimum, a requirement for full university publication rights and fully negotiated cost recoveries. The office of research must approve exceptions to these conditions.

- (13) Faculty and staff participating in university technology commercialization companies approved pursuant to this rule continue to be bound by the university policy on intellectual property, patents and copyrights and all other applicable university policies.
- (14) New inventions and/or discoveries made as a result of a faculty or staff member's research efforts for a licensee of university-owned technology or a licensee of a university affiliate-owned technology, where the faculty or staff member holds in whole or in part an ownership interest in the licensee, including those made under formal consulting agreements, will be owned by the university, and the licensee will be offered an exclusive option to the technology. New inventions and/or discoveries developed by the faculty, staff member or student for the company must be disclosed to the technology commercialization office as required by the policy on intellectual property, patents, and copyrights.

APPENDIX LXVI

**Procedure for Setting and Reviewing Compensation for University Executives**

**Purpose**

This procedure outlines the scope of authority for setting and reviewing total compensation opportunities for the President of The Ohio State University (university) and certain other executives of the university.

**Scope of Authority for Setting Total Compensation**

The following table sets forth the scope of authority for setting total compensation opportunities for defined categories of executives and other highly compensated employees of the university.

<b>Scope of Authority for Setting Total Compensation</b>				
	CEO of the Medical Center	Provost	President	Board of Trustees
<b>Positions with Significant Influence</b>				
President				Approve
Provost; CEO of the Medical Center			Recommend to Board	Approve
University Executives		Recommend to President	Recommend to Board	Approve
Medical Center Executives	Recommend to Provost	Recommend to President	Recommend to Board	Approve
<b>Other Highly Compensated Employees</b>				
Annual total compensation of greater than \$270,000 and below the total compensation market median; <b>AND</b> Base salary less than \$500,000	Approve (Wexner Medical Center Employees)	Approve (University Employees)		
Annual total compensation of greater than \$270,000 and at or above the total compensation market median but below the total compensation market 75 <sup>th</sup> percentile; <b>AND</b> Base salary less than \$500,000	Recommend to Provost (Wexner Medical Center Employees)	Approve (University and Wexner Medical Center Employees)	Review of Periodic Report	Review of Periodic Report

<p>Annual total compensation of greater than \$270,000 and at or above the total compensation market 75<sup>th</sup> percentile;  <b>OR</b>                  Base salary equal to or greater than \$500,000</p>	<p>Recommend to Provost (Wexner Medical Center Employees)</p>	<p>Recommend to President (University and Wexner Medical Center Employees)</p>	<p>Approve</p>	<p>Review of Periodic Report</p>
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For purposes of this procedure, “annual total compensation” means all cash compensation awarded to, earned by or paid to an employee during a one-year period, including the employee’s annual base salary, annual target incentive payments, retention payments (prorated on an annual basis), deferred compensation credits (if not credited annually, then prorated on an annual basis) and supplemental retirement plan contributions. For purposes of this procedure the “market median” means the market composite data between the 50<sup>th</sup> and 60<sup>th</sup> percentiles of the applicable market. The annual total compensation ranges set forth in the table may be adjusted by the Board of Trustees.

**Compensation Subject to Review and/or Approval by the Board of Trustees**

The Chair of the Talent and Compensation Committee of the Board of Trustees will review and approve the total compensation (base salary, incentive pay and benefits including perquisites) of the president and employees who are considered to have “significant influence” over the reputation and affairs of the university. Whether an employee is considered to have “significant influence” will be determined based on the employee’s reporting relationship within the university, the position’s perceived risk in relation to the university’s financial health and/or reputation, and the employee’s role in establishing or carrying out the university’s strategic goals. The chair may request additional information to include justification for the offer package as deemed necessary. All employees who report directly to the president will be considered to have significant influence. Determinations as to whether any other positions are considered to have significant influence will be made by the Office of Human Resources, in consultation with the Office of Legal Affairs and senior administration.

Any actions taken by the Chair of the Talent and Compensation Committee of the Board of Trustees under this Procedure shall be subject to ratification by the full Talent and Compensation Committee and the full Board of Trustees.

In addition, the President and the Chair of the Talent and Compensation Committee of the Board of Trustees will be provided a periodic report of all compensation actions taken for other highly compensated employees with annual total compensation in excess of \$270,000 and at or above the total compensation market median to review adherence to the Total Compensation Philosophy for University Executives and the Procedure for Setting and Reviewing Compensation for University Executives. These employees, together with senior leaders who are considered to have significant influence over the reputation and affairs of the university, are referred to in this procedure as “Key Employees.”

**Annual Review of Compensation by the Board of Trustees**

The Board of Trustees will conduct an annual review of the total compensation opportunities provided to the president and Key Employees for consistency with the university’s Total Compensation Philosophy for University Executives.

The annual review will include a review of how base salary and annual total compensation compare to that of similarly situated employees of applicable peers. In limited circumstances, the university may provide annual total compensation in excess of the median if the president or Key Employee:

June 3, 2016 meeting, Board of Trustees

- has unique knowledge, skills and/or capabilities, and makes contributions to the university that are distinctive and reflective of attributes well in excess of norms;
- performs a role that has duties and responsibilities that are above and beyond what is typical in the marketplace (e.g., performs multiple roles, has a large and diverse set of responsibilities, has multiple appointments or designations); and/or
- is a recognized leader in his or her field(s), which enhances the employee's personal value to the university.

In addition, the annual review will include a review of the reasonableness and internal equity of any special benefits and perquisites provided to the president and Key Employees as part of their total compensation opportunities. Special benefits and perquisites include, but are not limited to, housing benefits or stipends, travel expenses and reimbursements, tax gross-up payments, car allowances, social club initiation fees and dues, and deferred compensation arrangements.



## THE OHIO STATE UNIVERSITY

The Ohio State University enrolls nearly 65,000 students, with about 58,600 located on the Columbus campus, with the others on four regional campuses and ATI in Wooster. Approximately 45,200 of these students on the main campus are undergraduates. The first year retention rate is 93.8% with an 83.1% six-year graduation rate (64.8% and 36.7% respectively on our regional campuses.)

### COMPLETION GOALS

Increase overall year-1 to year-2 retention from 93.8% to 95.0% by 2020

Increase the overall number of degrees completed in four years by 1% each year

Continue implementation of the ODHE recommendations and requirements for three-year degree pathways, Prior Learning Assessment and College Credit Plus

### STRATEGIES

- Raise awareness of all constituencies to the barriers to completion
- Continue to nurture a culture of student success
- Continue to improve institutional completion outcomes
- Implement recommendations of the Success and Retention Committee, including peer mentor programs, review of University Survey course content, bridge programs, and establishment of the Student Success Intervention Team
- Develop special completion programs, such as the Summer Recovery Program for academically dismissed students
- Analyze current policies, procedures and faculty rules that may inhibit completion, and identify and implement effective policies and best practices
- Provide a comprehensive orientation for NYIS, transfer students, and special populations (eg, veterans)
- Put a special emphasis on the FYE program, including effective use of the University Survey course and the Success Series events
- Capitalize on the partnerships provided through our proven learning communities
- Participate in efforts of the Teaching and Learning Institute to impact student completion
- Expand and develop effective advising practices, and focus on training and professional development opportunities for advisors
- Orient students to the existence and access to existing support services offices, such as the Dennis Learning Center, Counseling and Consultation Services, the Mathematics and Statistics Learning Center and the Center for the Study and Teaching of Writing
- Emphasize student wellness services
- Expand external partnerships with access and completion organizations, such as the University Innovation Alliance
- Identify and address curricular hurdles, including "stumbling block" courses
- Continue development and expansion of the STEP program
- Implement student analytics approaches (including IAB-SSC) to enhance advising and influence curricular reform
- Expand technology usage, including the update of the degree audit system and increased availability of distance learning courses



# THE OHIO STATE UNIVERSITY

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## The Ohio State University Completion Plan Updated - 2016

### UNIVERSITY MISSION and PROFILE

#### Mission

The Ohio State University, founded in 1870, is a public, comprehensive university. Its 3,390-acre main campus is located in Columbus, and includes regional campuses in Marion, Newark, Lima and Mansfield, with a research campus (ATI<sup>1</sup>) located in Wooster. Ohio State has as its mission the attainment of international distinction in education, scholarship and public service. As the state's leading university focused on teaching and research, Ohio State combines a responsibility for the advancement and dissemination of knowledge with a land-grant heritage of public service. It offers an extensive range of academic programs in the liberal arts, sciences, and the professions. Ohio State provides accessible, high quality, undergraduate and graduate education for qualified students who are able to benefit from a scholarly environment in which research inspires and informs teaching.

Ohio State celebrates and learns from diversity and values individual differences. Academic freedom is defended within a community of civility, tolerance, and mutual respect. In the area of teaching and learning, the goal is to provide an unsurpassed, student-centered learning experience led by engaged, world-class faculty and enhanced by a globally diverse student body.

#### Profile

The **autumn 2015 enrollment**<sup>2</sup> in the University was 65,184 students, with 58,663 located on the Columbus campus. 45,289 of these students on the main campus were undergraduates. The **average age** of an (undergraduate) Ohio State student is 21, with 92% of students under the age of 25 years. The number of **new first year students** (NFYS) enrolled in 2015 was 6,978, 95% of whom were in the top quartile of their graduating class. Another 1,677 students of Rank 1 or 2 (2,721 total **transfer students**) transferred to the University from two and four year colleges.

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<sup>1</sup> ATI is the associate-degree-granting unit of The Ohio State University College of Food, Agricultural, and Environmental Sciences.

<sup>2</sup> All data from 2015 Enrollment Services reports; some program descriptions are compiled from unit websites and/or promotional material.

1,346 students, called **campus-change students**, moved from the regional campuses to the Columbus campus. The overall student body (all campuses) was nearly an equal mix of **male and female** (562 more males); 76% were **residents** of Ohio, and 9.4% were **international** students; 69% were white/non-Hispanic; 18% were **minority** students, with 5.6% African American/Black, 3.8% Hispanic, 6.0% Asian, and 2.8% identified as multi-racial. 1,828 students were active duty **military or veterans** (additionally, just over 400 students were engaged in ROTC.)

Of the Columbus campus students, the **average ACT score** is currently 28.9, and 62% of the NFYS cohort graduated in the top 10% of their high school class. 85% of NFYS **arrive with accepted credit** (76% was from test credit, such as AP, IB, CLEP, or language proficiency); 28% arrive with **dual enrollment credit**; 22% of NFYS arrived with 30 or more college credits earned while still in high school, and this percentage has increased over the past few years (up from 13% in 2011.) The September 2015 report from Enrollment Services shows an overall first to second year **retention rate** of 93.8%, and a second year to third year rate of 89.7%.

For the 2014-15 academic year, Ohio State awarded 16,030 **degrees and certificates**: 836 associate degrees (at the ATI and regional campuses), 832 doctorate degrees, 2,707 master's degrees, and 10,788 bachelor's degrees. The average time to a bachelor's degree was 4.19 years. The four-year **graduation rate** for the bachelor's degree recipients was 58.5%, and 83.1% completed a degree in six years (2.8% completed a degree in 3 years or fewer.)

Ohio State's regional campus profile is quite different from that of the Columbus campus. The four regional campuses (and ATI) serve students who wish to start their college experience at a smaller Ohio State campus and then change to the Columbus campus or transfer to another institution of higher learning. Some students receive their two-year Associate degree and enter the workforce, while others choose to complete their entire bachelor's degree on the smaller campuses. The regional campuses also serve those who are returning to college to prepare for another career or who are seeking advancement in their present career.

While the Columbus campus is a selective enrollment campus, each **regional campus** has an open enrollment policy. Ohio residents who apply to the Columbus campus and are not admissible may be "optioned" to a regional campus, per their application form. They can start at the regional location and campus change to Columbus after the successful completion of 30 credit hours (one year of full-time study.) The total combined academic year 2015-16 undergraduate enrollment at the regional campuses was 6,470, of which, 2,817 were entering students. 16.6% were part time; 52.8% were female; 82.8% were between 18 and 24 years of age; and the majority of these students commuted to their campus. The average ACT score for NFYS on the regional campuses was 22. Approximately 43% of the incoming regional campus students were Pell eligible (compared with approximately 21% on the Columbus campus) and 36% of the students were in need of remediation in Math and/or English. The year-1 to year-2 retention rate on the regional campuses

(collectively<sup>3</sup>) was 64.8% and the six-year graduation rate for those pursuing a baccalaureate was 36.7%. For Pell eligible and 1<sup>st</sup> generation students, the retention numbers were slightly lower: for Pell eligible students, 1<sup>st</sup> year retention was 58.4% and 6-year graduation rate was 58.4% (compared to 90.1% and 74.3% respectively for the Columbus campus.) For 1<sup>st</sup> generation students, the rates were 61% and 39.6%, respectively (compared to 90.1% and 74.6% on the Columbus campus.) As mentioned above, 1,346 students moved from a regional campus to the Columbus campus. The six-year graduation rate for those changing to Columbus within the first two years was 68.3%.

The September 2015 *U.S. News & World Report* named The Ohio State University the state's best public university, and one of the nation's top public institutions. The University ranked #16 among the top 50 public national universities (#52 overall) in the magazine's special edition on America's Best Colleges. The publication has considered Ohio State the best public university in Ohio for more than a decade. Ohio State's Fisher College of Business was ranked 21<sup>st</sup>, and its logistics program was ranked third nationally. The College of Engineering was ranked #27 among colleges whose highest degree is a Ph.D.

Ohio State's performance in the predicted versus actual 2014 undergraduate graduation rate was seen as one of the best in the nation. The measure, which uses characteristics of the incoming class to predict a six-year graduation rate, gives credit to schools that have a higher-than-expected rate. Ohio State's 2015 six-year graduation rate of 83 percent exceeded the predicted rate of 77 percent.

Washington Monthly ranked Ohio State 18<sup>th</sup> in the country, based on measures that include the percentage of students receiving Pell Grants and a comparison of the predicted graduation rate to the actual graduation rate. In addition, Ohio State was ranked #1 in the country in the 2016 USA Today/College Factual publication "Best Colleges for Veterans." Their rankings take into account the quality of the college, the value of the education students receive, the quality of veteran support services and programs, flexibility, affordability, and the success of graduates from the institution.

## **BARRIERS TO PERSISTENCE AND COMPLETION**

**First generation** students are retained (from year 1 to year 2) at a lower rate than other NFYS. Of the 1,465 first generation students enrolled in autumn 2014, 1,320 (or 90.1%) returned for their second year. Of the 1,363 first generation students enrolled in autumn 2013, 1,152 (or 84.5%) returned for the third year. This is just slightly lower than Ohio State's 87.9% average for the past nine years. The four-year and six-year graduation rates for this group are approximately 50% and 75% respectively.

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<sup>3</sup> Excluding ATI

Many **lower income** students (they are categorized for data purposes as Pell grant recipients) are in our NFYS cohort at Ohio State. These students are retained at lower rates - 90.1% from first to second year, 83.7% from second to third year – than the broader category of students. They also take longer to complete their degree – 48.9% complete in four years and 74.3% complete in six years.

Students transfer to the OSU Columbus campus from various sources, including other four-year institutions, community and junior colleges, campus change from our regional campuses, or from ATI. Each brings a different perspective on his or her college experience. Often, **transfer students** are not as prepared as students that started as NFYS. Of the 1181 students who transferred to the Columbus campus in 2011 as rank 2 students, 68.2% completed in 2015 (four-year rate), and of the 1044 transfer students in 2009, 77.3% completed in 2015 (six-year rate). Students who transfer to the Columbus campus as rank 3 students also take longer to complete their degree – 659 students transferred in 2013 and only 69% completed in 2015 (four-year rate), and of the 489 that transferred in 2011 only 77.9% completed in 2015 (six-year rate).

**Completion rates vary by gender.** Male NFYS students are retained at a slightly lower rate than females – 93.3% vs 94.4% for year 1 to year 2, and 88.6% vs 90.9% for year 2 to year 3 – and take longer to graduate – 48.3% vs. 68.8% complete in four years and 80.2% vs. 86.3% complete in six years. (The four-year graduation rate for males may be influenced by a large number of males in engineering, a degree that tends to take longer to complete because of its accreditation requirements.)

Although the Columbus campus of Ohio State has been deemed remediation-free by the Ohio Department of Higher Education (ODHE), acting according to Section 3345-061(H) of the Ohio Revised Code, OSU still has students who are in need of extra support through **remedial intervention**, particularly in Math and English Composition. Of the 6,978 NFYS enrolled on campus in 2015, 98 (1.4%) students were recommended for remedial courses through the University placement exams administered during orientation (26 students needed remediation in Composition, and 88 in Math).

**PROGRESS TOWARD GOALS FOR 2014-2016 COMPLETION PLAN**

The following were stated goals for the 2014 plan. Progress for each is listed after.

- *Goal 1: Increase overall year-1 to year-2 retention by .5% each year.*  
Progress: OSU moved the first year retention rate from 92.4% to 93.8%, for a 1.4% increase over the two-year period, achieving our goal of a 1% increase for the period.
- *Goal 2: Increase the overall number of degrees completed in four years by 1% each year.*  
Progress: The four-year graduation rate for the Columbus campus held steady at 58.5% for the two-year period. The rates were slightly higher for the regional campuses.
- *Goal 3: Continue implementation of the OBOR recommendations and requirements for three-year degree pathways, reverse-transfer initiative, Prior Learning Assessment and College Credit Plus.*  
Progress: All of the activities related to this goal continue.

Retention and Graduation Rates - Columbus Campus *		
	2015	2013
First Year Retention - All Students	93.8%	92.4%
Second Year Retention - All Students	89.7%	87.2%
Four-Year Graduation - All Students	58.5%	58.5%
Six-Year Graduation - All Students	83.1%	83.2%
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First Year Retention - 1st Generation	90.1%	88.2%
Second Year Retention - 1st Generation	84.5%	81.3%
Four-Year Graduation - 1st Generation	49.2%	49.4%
Six-Year Graduation - 1st Generation	74.6%	75.8%
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First Year Retention - Pell Eligible	90.1%	87.6%
Second Year Retention - Pell Eligible	83.7%	81.3%
Four-Year Graduation - Pell Eligible	48.9%	48.3%
Six-Year Graduation - Pell Eligible	74.3%	74.3%

*\* First year retention rates are based on 2012 and 2014 NFYS. Second year retention rates are based on 2011 and 2013 NFYS. Four-year graduation rates are based on 2009 and 2011 NFYS. Six-year graduation rates are based on 2007 and 2009 NFYS respectively.*

## UPDATED COMPLETION GOALS

Ohio State will concentrate on several focus areas to have a positive impact on our completion and retention strategies in order to achieve our goals. OSU will capitalize on effective current completion strategies, while enhancing these strategies to:

- Raise awareness of all constituencies of the barriers to completion;
- Continue to nurture a culture of student success;
- Continue to improve institutional completion outcomes;
- Analyze current policies, procedures and faculty rules that may inhibit completion, and identify and implement effective policies and best practices.

**Goal 1:** Increase overall year-1 to year-2 retention from 93.8 to 95% by 2020.

**Goal 2:** Increase the overall number of degrees completed in four years by 1% each year.

**Goal 3:** Continue implementation of the ODHE recommendations and requirements for three-year degree pathways, Prior Learning Assessment and College Credit Plus.

## CURRENT AND ONGOING COMPLETION STRATEGIES AND ACTIVITIES

### *Orientation Activities*

A **comprehensive orientation** for NFYS, transfer students, and special populations (for example, veterans) is important for students (and families) so that they can begin to focus on college life and experiences and to start the transition to life as an OSU student. OSU's student orientation sessions have proven to provide an effective transition, and contribute to a good first year retention rate, by providing an opportunity for students to:

- Learn about resources and expectations both inside and outside of the classroom;
- Meet their assigned FYE Peer Leader – the upper-class student who is assigned to each new student for the entirety of their first year, engaging in success coaching and ongoing support;
- Meet one-on-one with academic advisors to learn about academic areas of study
- Schedule classes;
- Complete university business (e.g., consult with financial aid);
- Complete any necessary placement testing.

### *First Year Experience (FYE)*

Ohio State places special emphasis on each student's first year on campus. Through research as well as observations and experiences, OSU knows that foundations built during this year are key to a student's success. To that end, the University's **First Year Experience (FYE)** programs are designed to help students get acclimated to

campus, connect with resources and the University community, and to start to think of Ohio State as their second home.

A particularly effective complement to the FYE program is the required **University Survey course** taught within the colleges by academic advising staff. This one-credit hour course is designed as an extended introduction to the University, different majors and/or colleges, resources such as the library system or other academic and personal services, how to schedule classes, intentional degree planning, and how to conduct other University business. All students also attend innovative FYE Success Series<sup>4</sup> events as a requirement for their survey course. These Success Series events focus on helping students overcome common challenges during the transition to college.

### ***Second Year Engagement***

Ohio State's **Second-year Transformational Experience Program (STEP)** targets more intensive interactions with faculty outside of the classroom, and a living experience that integrates academic achievement, self-awareness, and the development of life and leadership skills. The program offers individual development modules with applications for career growth and global citizenry, increased faculty engagement and mentorship, and a stipend program to increase student participation in experiential education opportunities. Additionally, the program contains a financial wellness mandate, addressing both the need for financial education and financial planning during a student's experience.

STEP is designed to focus on student success and development and allows students the opportunity to participate in activities that are pointed to their individual interests and academic needs. Through the interaction with faculty, students are able to develop tools for life and build essential network connections.

### ***Learning Communities***

A learning community is a group of students who live together on a residence hall floor with common major, career and/or personal interests. Through partnerships with a variety of academic departments, faculty and staff, students have exclusive access to activities that tie directly into their academic success at Ohio State. Each **Learning Community** is unique in the goals and events offered, but all have:

- A direct connection to the classroom experience;
- Intentional events and opportunities for participants;
- Dedicated staff members to ensure the success of the students within the community.

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<sup>4</sup> Categories of Success Series courses include: Academic Engagement and Career Exploration, Diversity and Global Awareness, Finances, Health and Wellness, and Leadership and Civic Engagement.

OSU has a wide variety of learning communities, including sixteen programs coordinated with Student Life<sup>5</sup> and seventeen that are affiliated with the University Honors and Scholars Center<sup>6</sup>.

### ***Advising Community***

**Undergraduate academic advising** at Ohio State's Columbus campus is provided by the colleges and/or the departments that offer the pathway to the degree, the major, and/or the minor a student is pursuing. Where a student goes to seek academic advice will vary by student and by academic program. The Columbus campus does not have a central academic advising office for students to seek advice (this centralization exists on the regional campuses). Through the Office of Undergraduate Education (OUE), these distributed advising activities are coordinated and there is an active community of advising professionals for purposes of training and information sharing.

The academic advisors also coordinate and teach the University Survey course described above, during which the first year students are encouraged to do goal-setting and to complete two- and four-year curricular plans, so as to delineate the courses that are necessary to be completed sequentially in order to complete the degree on time. One of the most important tools students and advisors use in this degree planning process is the **Degree Audit Reporting System (DARS)**, which also includes the Transfer Credit Report. A student can use the Student Information System to initiate and evaluate a DARS report that shows the requirements a student has completed and the requirements they still need to complete to graduate.

An advisory committee comprised of academic advisors from across the University, including the regional campuses and non-academic support services, meet regularly to provide input to the Undergraduate Dean and to coordinate the advising processes. Other new support groups will also be taking on the issues that support adequate academic advising, including the Advising Administrators Group, the University Survey Committee, the Student Retention and Success Committee, and a group looking at research and applications of analytics in advising. Additionally, a professional advisor will work in the OUE to oversee the development and deployment of emerging technology to be used to advance the advising process and reach.

One of the most recent technology-centered tools, called *AdvisingConnect*, allows **documentation of student/advisor sessions** to be communicated to advisors across different academic programs and campuses, serves as a communication tool

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<sup>5</sup> Examples include: Business Honors, Engineering House, Exploration, First Year Collegian, Future Health Professionals, Global Business, Nursing and Wellness Innovations, Visual and Performing Arts, and Women in Engineering.

<sup>6</sup> Examples include: Arts, Biological Sciences, Sport and Wellness, Environment and Natural Resources, Green Engineering, Humanitarian Engineering International Affairs, Health Sciences, and Innovation, Creativity and Entrepreneurship.

for advisor-advisor and advisor-student interactions, provides input for University business functions (eg, financial aid, registrar, student advocacy), and serves as a portal for scheduling sessions. This tool will be expanded (through the EAB-SSC system described below) to: increase the use of and display of student-data to help advisors efficiently prepare for intentional conversations during individual student-appointments; add self-service reporting for advising administrators which will help inform decisions on student-services, staffing needs and student-programs; add self-service reporting for academic advisors so they will have a pulse on who they are serving, when, and for what reason(s); and increase filtering and functionality for student rosters so advisors can enhance proactive outreach. For example, advisors will be able to reach out to students who are starting to display a negative academic pattern before they get to a critical point that can impact their progress (intentional or engaged advising.)

The OUE is also expanding **advising training** for academic advisors on campus. The goals of this effort are to:

- Provide general training topics that complement specific college/department training programs for all academic advisors;
- Provide an introduction to the advising profession and advising at Ohio State, for new advisors;
- Provide experiences for advisors who wish to participate in professional development opportunities;
- Give opportunities for increased collaboration and exchange of information between advisors, students (and staff), and support offices across campus;
- Outline and create connections to other training and professional development opportunities being offered across campus

#### ***External University Partnerships***

The **University Innovation Alliance** (UIA) is a partnership program involving eleven major public universities with similar student enrollment profiles and missions to develop and share innovative ideas to help make college more affordable and to help college students succeed. The Alliance includes Ohio State, Kansas, the University of Texas at Austin, University of Central Florida, University of California Riverside, Iowa State, Michigan State, Arizona State, Georgia State, Oregon State and Purdue.

The UIA will accelerate and coordinate a first-of-its-kind effort by these large public research universities to improve the educational attainment and the economic prospects of students who have traditionally struggled to complete, particularly minorities and low-income Americans. Members of the UIA will work together to develop innovative approaches to help low income students stay in college, advance at an appropriate pace, and graduate on time. UIA members will also develop new models for scaling innovations from one campus to others, breaking down barriers that often prevent good ideas from being implemented more broadly.

In addition to the UIA common goal of improving outcomes for low-income students, each institution will set goals appropriate to its state and region. Ohio State will focus on identifying pre-college or bridge programs that can have a positive impact on retention and completion for our regional campus change students, focusing on issues of retention and graduation.

***FITW – First in the World***

“First in the World” (FITW) is a Federal grant program funded by the U.S. Department of Education, Fund for the Improvement of Postsecondary Education. The FITW program is designed to support the development, replication, and dissemination of innovative solutions and evidence for what works in addressing persistent and widespread challenges in postsecondary education for students who are at risk for not persisting in and completing postsecondary programs, including, but not limited to, adult learners, working students, part-time students, students from low-income backgrounds, students of color, students with disabilities, and first-generation students. The program is designed to “validate” interventions that have been shown by previous research to be effective in helping these at-risk student populations succeed in college. Both the study proposed for the grant and the study on which it is based must meet Federal “What Works Clearinghouse” standards, meaning that the study must be conducted using a Randomized Control Trial and meet other standards for research rigor.

Ohio State is a partner in this funded research endeavor, which our collaborative research team calls ***MAAPS: Monitoring Advising Analytics to Promote Success*** and is the FITW project of the University Innovation Alliance. Funded at \$8.9M, the project will track the impact of a series of analytics-informed proactive interventions on 10,000 low-income and/or first-generation students across the eleven UIA universities over the next three years. For our part, the focus at Ohio State will be looking at a longitudinal study to monitor the success of predictive analytics in the success and completion of students who start at a regional campus, but eventually campus-change to the Columbus campus.

***Curriculum Reform***

The University has invested in the **redesign of several key STEM courses** that have proven to be historically difficult courses for undergraduates. OSU is in the process of modifying five of these “stumbling block” courses offered in the general education curriculum and adding resources that will reduce the need for not-for-credit remediation. After completing these revisions, similar problems will be addressed with four other high-enrollment courses.

The Department of Mathematics is redesigning the calculus sequence Math 1151–1152 in order to increase the quality of learning, the success rate of students, and STEM retention. Their approach includes a) enhanced training of instructional staff, b) developing a data analysis plan, and c) incorporating methods of active learning.

The Department of Chemistry is redesigning the 1210 and 1220 courses, to address the concerns by both a) providing professional development for an initial cohort of instructors centered on active-learning strategies, and b) preparing specific lessons and resources for use in general chemistry courses. Assessment of the department's entire undergraduate curriculum is currently underway, and the careful evaluation of classes promoting active-learning will be a priority as such information can assist with adoption. Quantitative data pertaining to content knowledge will be collected, along with data from validated instruments probing the affective domain (such as the SDQIII) that may inform student persistence in STEM courses.

The Center for Life Sciences Education (CLSE) is engaged in the redesign of Biology 1113, Biological Sciences: Energy Transfer and Development. This is an introductory course for students majoring in the natural sciences and fulfills a general education requirement in the Natural Sciences category. They also will look at a) flipped classrooms, b) active learning strategies, c) instructor training, and d) the use of Peer-Led Team Learning (PLTL), which has long been used to support student learning, especially among underrepresented minorities.

#### ***Expanded Use of Emerging Technology***

The Office of Distance Education and eLearning in the Office of the CIO has several strategic emerging technology initiatives that may contribute to successful completion. The initiatives cross all teams in ODEE, but are primarily with Learning Technology and Digital Scholarship teams. Some examples of these efforts are:

- The Carmen Courses **learning management system (LMS)** has been powered by Desire2Learn software for 10 years. LMS's have been evolving rapidly, and OSU intends to take advantage of this to provide instructors and students with the best possible design, performance, support, mobile access, and data analytics. As a result, the decision has been made to power Carmen with a new LMS engine, Canvas. Canvas offers instructors an opportunity to re-evaluate their courses, incorporating best practices in teaching. It has a straightforward, simple architecture that makes content the focus. It is easy to navigate, and new tools enable instructors to give students more thorough and efficient feedback. Canvas is available on a mobile app, and the calendar tool will help students stay organized by displaying assignments and due dates across all active courses.
- **Distance Education** is developing as a critical part of student progress for some students. ODEE's role is to manage the five-year enrollment plan initiative, while respective partners and stakeholders are expected to meet the goals identified in the plan. Much of the FY16 work will be supporting academic units and student support units to meet their FY16 goals and be set-up for FY17 and FY18 success.

- A number of university courses have been selected for Ohio State's **General Education Online initiative**. Multiple university departments assembled to collaborate on the initiative, orchestrating both a group of skilled instructors as well as a support team of instructional designers. The first 10 courses for the GE Online project include:
  - Biology 1102
  - Communication 1100
  - Economics 2001.01
  - English 1110.01
  - History 2201
  - Math 1116
  - Math 1151 & 1152
  - Political Science 1100
  - Psychology 1100
  - Statistics 1450

### ***Teaching and Learning Institute***

In his March 2015 Presidential Investiture Address, Pres. Michael Drake asked that the Ohio State University "be as highly regarded for world-class teaching and learning as we already are for world-class research." This goal aligns clearly with the national-level conversation on student learning outcomes, retention, persistence, and timely graduation. In May, the **President and Provost's Teaching and Learning Summit**, led by the Office of Academic Affairs, brought together a group of faculty members from across the institution to discuss ideas for improving the quality of teaching and learning at the University. The discussion at the Summit clearly demonstrated that OSU has many outstanding and highly committed teachers, who have a desire to:

- regularly engage in productive conversations about teaching and learning;
- learn about and share effective, innovative, evidence-based pedagogy;
- improve their teaching practices;
- support students in achieving academic success; and
- develop and implement a research agenda on the characteristics and effectiveness of teaching.

Participants in the Summit helped shape the formation of an **Institute for Teaching and Learning** as a way to help achieve the President's goal. The Institute will help coordinate and lead efforts to improve the learning experience for students and help position the University for leadership on a topic central to the ongoing national dialogue on accountability.

The Institute will focus its initial activities on four key areas.

- **Faculty Support:** The Institute will seek to raise the profile of, and enhance collaboration among, current teaching enhancement efforts; leverage the expertise of existing program staff to most efficiently provide appropriate assistance to faculty; help establish new initiatives where gaps exist; and broaden and deepen their impact across the institution.

- **Inquiry and Scholarship:** The Institute will help lead a more comprehensive approach to the teaching/learning mission, through the use of data analytics and robust qualitative analysis. It will help the University move to new levels of research impact. In partnership with the Office of Institutional Research and Planning and the Center for Higher Education Enterprise, it will help identify and analyze a set of research questions about how students progress through courses and programs, with the goal of enhancing student success – a form of scholarship that will, in part, apply student-centered analytics to identify and broaden use of those practices that will improve learning outcomes. In addition, it will support faculty members' innovations in pedagogical methods, and sponsor structured inquiry and scholarship that tests the efficacy of these new practices.
- **Policy Development:** The Institute will help foster and lead an institution-wide discussion on the role of efforts at teaching and learning in the faculty review and reward processes. In order to promote initiatives in teaching and learning in a highly decentralized institution, the University will need to adopt coherent, effective policies that recognize and reward such activities by faculty members. The Institute and its members will advocate for such policies, and provide leadership in developing models that academic units can adapt to their local needs. Such policy changes are needed for this overall teaching/learning initiative to be broad-based and sustainable.
- **Communication:** The Institute will coordinate communication about teaching and learning excellence both within the University, and to stakeholders, in a more detailed and consistent manner. Teaching students is at the core of the academic enterprise, and OSU has an excellent story about the teaching mission that needs and deserves to be shared. Regardless of academic discipline, the faculty share a commitment to challenge students to achieve academic success. The Institute will play a convening role, throughout each academic year, to promote a continuing institutional conversation. Similarly, the Institute will better inform public stakeholders – parents, alumni, educational partners, policy makers – of ongoing efforts, and the commitment to enhancing this aspect of the University mission.

#### ***Learning Support Services***

The **Dennis Learning Center**, located in the Younkin Success Center, was established to provide academic learning services and support to Ohio State students through courses, workshops, appointments, and online student resources. They assist in the development of study skills, time management, test-taking strategies, learning from texts, note-taking, and self-regulation strategies. Additionally, they collaborate with Ohio State academic departments, other institutions, and the scholarly community on research and practice that promote postsecondary student success. They provide an online resource with videos and materials related to note taking, test taking, procrastination, cognitive learning, and self-assessment resources for students.

Also in the Younkin Success Center are the OSU Counseling and Consultation Service (CCS), Student-Athlete Support Services Office (SASSO), and the University Center for the Advancement of Teaching (UCAT). The **CCS** provides comprehensive mental health services to students to promote personal well-being and academic success, with a culturally diverse professional staff of licensed psychologists, social workers, counselors, and psychiatrists available for students. **SASSO** serves over 1,000 student-athletes on 37 NCAA teams, providing OSU student-athletes with assistance in academic, athletic, personal and professional development, such as advising, tutoring, and study tables. Counselors and other staff help foster growth in decision-making, planning and the fulfillment of academic, career and life goals for all student-athletes, so that they can meet their individual degree completion goals. **UCAT** exists to assist all those who teach at Ohio State to excel in teaching and to support student learning and progress. They promote a university culture that puts student success first by valuing a scholarly approach to teaching and learning, and focuses on faculty success by providing information, consultation, and events related to successful teaching strategies.

The **Mathematics and Statistics Learning Center (MSLC)** is a resource center for students and instructors in mathematics and statistics courses at Ohio State. The center's goal is to create and implement an efficient and effective model of support services for student learning in mathematics and statistics and to provide training and support to tutors and instructors of lower-division mathematics and statistics courses. They provide trained tutors available to help students with difficulties they are experiencing in class or with homework. In addition, they provide online resources, practice exams and workshops to help a student progress through the challenging quantitative courses, which often are "stumbling block" courses, that impact student completion.

The **Center for the Study and Teaching of Writing (CSTW)** is an interdisciplinary support and research unit in Ohio State's College of Arts and Sciences. CSTW was established to provide resources to students and faculty who might have needs related to negotiating the complex rhetorical demands of writing in a variety of settings and media. Two programs in CSTW that have an impact on student completion by providing assistance to students with writing related issues are the **Writing Center**, and **Writing Across the Curriculum**. The Writing Center offers free student support, including face-to-face and online tutorials, to help with writing at any stage of the writing process, including research papers and lab reports. The Writing Across the Curriculum program works with instructors to develop and assess writing activities, and to design and develop these activities to meet student and curricular needs.

The **Office for Disability Services (ODS)** collaborates with and empowers students who have disabilities in order to coordinate support services and programs that enable equal access to classes, labs or other academic activities so that these students can make progress to completion. ODS offers a wide variety of legally mandated services to students who have documented disabilities. After reviewing

documentation, an ODS counselor works with the student to determine appropriate academic services and accommodations, depending on the functional limitations in the academic setting. The counselor at ODS trains students in accessing the accommodations for which they are eligible. The student is responsible for requesting most accommodations from his or her faculty member in a timely manner and must follow ODS policies and procedures for accessing accommodations.

#### ***Office of Military and Veterans Services***

Ohio State's Office of Military and Veteran Services provides assistance for military veteran and active duty students with educational and academic resources. Part of the OUE, the office provides military and veteran orientations, focused academic advising and counseling, tailored support services and the education of faculty and staff on military student issues. Other Ohio State resources include a Veterans House (a housing option for students who are veterans, active-duty, reserves or National Guard), a student-veterans organization and a program to support veterans by helping them gain job readiness experiences.

#### ***Access and Success Initiatives: Admissions and First Year Experience***

Undergraduate Admissions works to bring college preparation information to low-income and first-generation college students (this effort was formerly referred to as the Economic Access Initiative.) Admissions staff and a team of student Diversity Ambassadors engage faculty, staff and students in outreach to college-bound students in order to provide awareness and directions to resources that might result in a smoother pathway to college for low-income and underserved groups. The office of First Year Experience then provides targeted support to first-generation and low income students through opportunities like early arrival and pre-enrollment programs, Peer Leader outreach and success coaching, and First Year Success Series seminars tailored to meet their unique needs.

#### ***Student Wellness Services***

The mission of the Student Wellness Center is "to empower students to strive for balance and wellness, which is defined to be an active, ongoing process which involves becoming aware of and taking steps toward a healthier, happier, more successful life". The Center uses the *9 Dimensions of Wellness*<sup>7</sup> model as a framework for exploring optimal lifestyles. Three examples of activities in the Wellness Services office that contribute to retention and completion are as follows:

- **Wellness Coaching** is a service that provides opportunities for students to better understand the life that students want to be living, both now and in the future. Typical coaching topics include relationship difficulties, adjustment to college, academic concerns, grief and bereavement, stress management, goal setting, decision-making, test anxiety, and questions related to career and identity.

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<sup>7</sup> The *9 Dimensions of Wellness* model encompasses the following categories: Emotional, Career, Social, Spiritual, Physical, Financial, Intellectual, Creative, and Environmental.

- **Scarlet and Gray Financial Coaching** is a nationally recognized financial education program that uses a peer-to-peer approach – working with students on topics related to reducing debt and shaping positive attitudes towards finances. This program also works with students in financial emergencies, including offering emergency loans, to prevent the need to drop out of school.
- The **Collegiate Recovery Community (CRC)** and Recovery House at Penn Place serve students in active recovery from drug and alcohol addiction. The CRC enables students to have an authentic college experience while maintaining their recovery and helping them move toward their degree completion goals.

## UPDATED COMPLETION STRATEGIES

### *Academic Advising*

In March, OSU held a **summit focused on academic advising**. High-quality academic advising is key to student success, persistence, and optimal time to degree. Although Ohio State has excellent advisors who provide outstanding advising, they themselves would agree that the advising they can provide, hindered by factors they cannot control, is often inadequate to the needs of their students. To support the university's goals of access and affordability, the summit was convened in order to identify and suggest remedies to the institutional barriers that impede effective advising.

- Increased awareness of advising—how students should engage with it, the value it will add to their time at the institution, and how it contributes to degree completion;
- Competing demands on advisors' time and changing expectations for advisors: recruitment; other duties within home offices (for example, teaching University Survey course, performing departmental course scheduling, assisting with recruitment and admissions);
- Increasing students to advisor ratios, and how this might result in appointment delays and impact the quality of advising sessions
- Changes in student demographics and in expanding expectations among students and families (for example, increased pursuit of two majors or two degrees, multiple minors and personalized study programs);
- Significant increases in hours of college credit (which may or may not translate to improved preparation for college-level work) as students arrive, requiring more intensive advising interventions.

University administrators, faculty, students, advisors, and other stakeholders spent a day in focused discussion sessions, resulting in observations and recommendations for impacting advising and its important role in student success and completion. These recommendations have been presented to University leadership.

***Predictive analytics***

Ohio State is implementing an enterprise level predictive analytics system, called the **EAB Student Success Collaborative Campus system (EAB-SSC)**. This approach will provide a way to mine the large stores of data that exist related to student learning and to use it to impact student success.

The EAB-SSC system provides tools and dashboards that allow advisors and instructors to

- Use class performance or profile data to predict "at-risk" students, for the purposes of providing proactive advising or coaching engagement to improve retention, student performance and success;
- Use data from these large data stores to make evidence-based modifications to teaching/learning techniques, policies, curriculum, etc.;
- Determine how often students log into our learning management system (planned EAB-SSC system extension) or other University course management and resource environments to see which resources students' get access to or take advantage of;
- Assess whether these accesses and related downloads might correlate with course performance;
- Determine, given those correlations, which resources are effective or effectively used.

We have also established the **Student Analytics Network**, which consists of approximately fifty data professionals, innovative faculty, eLearning personnel, teaching/learning experts, and University administrators to evaluate OSU's status with regards to the integration of this promising technology advancement, and to oversee implementation of relevant toolsets. A smaller group, the Analytics in Advising group will look at how we might take advantage of rich data to impact the advising process. Part of the goal of this group is to conduct **student analytics and retention research**, which will look at a student retention analytics initiative to create a predictive model of a student risk profile, supported by research and assessment. Approaches to the use of analytics will be shared with advisors and faculty in order to track students more closely.

Ohio State has convened a **standing committee on Success and Retention** to identify strategies and tactics for addressing the objectives related to student progress toward completion. The committee is made up of representatives from the Office of Undergraduate Education, the Office of Student Life, the Office of Diversity and Inclusion, University Orientation and First Year Experience, Enrollment Services, Office of Distance Education and eLearning, Student Financial Aid, and various support units, such as advising, wellness, marketing and communications, and the Dennis Learning Center. Faculty, students, and administrators representing the colleges will also be involved.

In addition, a **Student Success Intervention Team (SSIT)** has been proposed that will be comprised of front-line staff who will coordinate the outreach and

intervention efforts for supporting at-risk students, who are identified and contacted through the newly installed EAB-SSC system. Centrally trained and coordinated **peer mentors** will then engage in sustained outreach, coaching and referral through the University Survey Course and Supplemental Instruction (see below). A **strategic communication plan** for student success, especially early in first year will be mounted, focusing on pre-enrollment messaging to at-risk students and campus marketing campaigns to promote successful behaviors/programs related to this effort.

To follow up on this extended communication, additional **pre-enrollment and early arrival programs** are being created to increase participation of at-risk students in pre-enrollment and residential early arrival programs in the Office of Student Life's Residential Learning Communities. OSU will waive normal pre-enrollment program and early arrival fees and offer travel grants for Pell-eligible out-of-state students. In addition, OSU will create **summer bridge programs** focused on this population of students.

#### ***Academic intervention efforts***

Supplemental Instruction (SI) is defined to be an academic assistance program that utilizes regularly scheduled, informal review sessions in which students compare notes, discuss readings, develop organizational tools, and predict test items. We are looking to having these sessions conducted by peer mentors, students who have previously done well in the course and who attend all class lectures, take notes, and then work with the at-risk students. Other intervention efforts that we are proposing as part of this success and retention effort include:

- **Early-semester grade initiative:** Conduct early-graded assessments in select "stumbling block" or historically difficult courses.
- **Coordinated Enrollment Window Outreach:** Contact (first-year) students who have missed their course enrollment window, determine the cause, and remedy it if possible.
- **Coordinated Course Availability:** Ensure that courses are available for enrollment so that first-year students are on track in course sequencing requirements, especially in STEM areas. We will use data-driven reasoning to increase course availability.
- Identify **registration blocks**, such as block for non-payment (bursar holds), to intervene with resources that can keep a student progressing on path to complete their degrees.

#### ***Academically dismissed students***

One population of students that will be targeted for intervention consists of students on University Probation or Special Action Probation at the end of their first year. These are students who, unless changes are made with their success, could be dismissed at the end of academic year. One first action that will be taken is to require the student to meet with an academic advisor before they schedule for

courses. In the event the student is dismissed, they will be engaged with a **summer recovery program for academically dismissed students**. This will require students to meet with an advisor at end of spring semester, complete a summer study skills course, and develop a plan with the student to monitor academic progress and meet with their advisor throughout the second year.

We also plan to implement several other efforts as part of our Success and Retention team activities.

- Use peer mentors to engage in targeted outreach to commuter students
- Continually review the effects of policies and policy changes that might impact first-year retention, and coordinate messaging about these policy changes using relevant channels and outreach
- Review University Survey course content, instruction, and delivery methods, in order to more effectively inform first-year students of policies, procedures, study skills advice, curriculum planning, selection of a major, etc.

## **WORKFORCE DEVELOPMENT PRIORITIES**

According to data reported for the College Portrait, 69% of last year's graduating seniors plan to move to a job either full- or part-time, 2% plan for military or volunteer service, and 26% plan to go on to graduate school. The Center for the Study of Student Life annually administers a survey to OSU students who are graduating with a baccalaureate degree. The survey asks about career goals and about how their experience at Ohio State may contribute to those goals. The population included all students who received an undergraduate degree summer, autumn or spring 2014-15.

In the survey results, 94.6% of respondents reported that they were either employed or accepted to graduate/professional school. Compared with previous graduates, a lower percentage of 2014-15 graduates reported that they were enrolled in graduate/professional school (26% compared to 32%). In contrast, a higher percentage of 2014-15 graduates were employed (69.9% compared to 64%). Of those who reported that they were employed, 72.2% said that their current position was related to the chosen major (and/or minor) and 66.1% said that they were currently employed in Ohio.

The top five occupation categories that the respondents said best described their current position were business and financial/accounting, health-care/medical, architecture and engineering, education, training and library, and marketing and sales. 76% of respondents reported that they were satisfied with the direction of their career, compared with 66% of previous respondents. 83% said they would use the services of an alumni career services offices. When asked, "How well do you think The Ohio State University prepared you for the job market?" 73.1% of the respondents responded "Generally well" or "Very Well."

Based on results from the 2015 Ohio State University Alumni Survey in partnership with Gallup, fully 90% of recent Ohio State graduates – those who received their bachelor's degrees between 2010 and 2014 – who aim to work full time are doing so. Of these graduates who were seeking employment immediately upon graduation, 77% report that they obtained not just a job, but a "good job" within six months, including 49% who say this job was waiting for them.

Over 61% of respondents agreed that they had an internship or job that allowed them to apply what they learned in the classroom while attending OSU, and 72% agreed that Ohio State had provided them with the necessary skills and training to obtain a good job after completing their undergraduate education. Just over 67% of recent Ohio State graduates reported that they held an executive, professional, or managerial position. Another 11% are office workers, and 8% work in sales and services. 92% said that they were satisfied with their personal lives, and 82% see their career as a way to contribute to society.

***Lightweight Innovations For Tomorrow (LIFT)***

Lightweight Innovations For Tomorrow (LIFT) is a public-private partnership that began in 2014 that will develop and deploy advanced lightweight materials manufacturing technologies and programs to prepare the workforce. The LIFT region includes 5 states: Michigan, Ohio, Indiana, Kentucky and Tennessee. LIFT is operated by the American Lightweight Materials Manufacturing Innovation Institute (ALMMII) and was selected through a competitive process led by the U.S. Department of Defense under the Lightweight and Modern Metals Manufacturing Innovation (LM3I) solicitation issued by the U.S. Navy's Office of Naval Research. ALMMII was founded by Ohio-based manufacturing technology non-profit EWI, the University of Michigan, and The Ohio State University. LIFT is one of the founding institutes in the National Network for Manufacturing Innovation, a federal initiative to create regional hubs to accelerate the development and adoption of cutting-edge manufacturing technologies.

***Ohio Means Internships and Co-ops JobReady Program***

**OMIC**

Ohio State partnered with several other institutions in a program sponsored by the Ohio Department of Higher Education under the Ohio Means Internships and Co-ops (OMIC) program to offer paid internships to students to work with local and regional companies in key employment areas defined by state needs. The first round of the program, which began in 2012, was a two-year program, called *JobReady Internships and Co-Ops for Ohio Industry (JobReady)*. It was a multi-institution collaboration of The Ohio State University (Columbus, Lima, Mansfield, Newark, and Wooster campuses), Columbus State Community College, and North Central State College. The consortium worked to attract 54 Ohio employers in four Ohio workforce development industry areas of key importance to the state: energy, automotive, food processing, and financial services. Approximately 150 new, meaningful internships/co-ops for students in academic programs at varied levels (certificate, two-year, and four-year degrees) were created. Benefits included stronger workplace preparation for students, and the ability to earn stipends while attending school – both of which are documented as contributing to higher rates of college completion. For industry, the internships result in higher engagement in achieving a *JobReady* workforce in JobsOhio areas. (In-demand jobs connected with the OMIC program can be found at [http://omj.ohio.gov/OMJResources/MasterList\\_Education.stm](http://omj.ohio.gov/OMJResources/MasterList_Education.stm)) Internships/co-ops were paid positions that were transcribed for zero credit, or for a varied number of academic credit hours, dependent on academic program requirements and student choice.

**OMIC 2**

The two-year OMIC *JobReady* program was extended under a new program, OMIC 2, for an additional two years, ending in June, 2016. Under the new program, OSU and its partners worked to institutionalize the internship program in order to sustain the progress started under OMIC. In addition to more internships and co-ops in key JobsOhio areas, the extended program:

- Ensures relevance through delivery of *JobReady* online education modules to students and employers. In the previous OMIC funded program, the team worked with employers, faculty, and Moresteam, Inc. to identify necessary skills and to develop and deliver a collection of online modules (to match these skills) from which employers could choose, depending on the background of the intern. A key element in ensuring relevance across all industries, these modules address a central concern of employers — the skills gap between what is learned in the classroom and what is required in the workplace. These modules included:
  - Soft skills, such as communication, problem solving, leadership through influence (some developed by Columbus State’s Twenty-First Century Skills program funded by OBOR);
  - Industry-specific skills, such as project management, design of experiments, and voice-of-the-customer analysis (Yellow Belt Six Sigma).
- Ensures relevance by supporting and expanding faculty/industry partnerships and relationships.
  - Provides academic input to industry activities;
  - In addition to our campuses’ existing industry/academic partnerships (ex: CSCC’s partnership with Central Ohio Regional Logistics Council, ATI’s Key Advisory Committee, Ohio State’s Data Analytics partnership), we encouraged faculty/employer partnerships that influence academic curricular decisions.
- Ensures sustainability by expanding/creating “a culture of internships” (34.5% of all students currently participate in an internship or co-op) on our campuses through
  - Expanding Ohio State’s Buckeye Careers Network to all regional campuses;
  - Working with students, staff and faculty to educate them on the value of student internships, through messaging and events;
  - Partnering with units across our campuses (Orientation, First-Year Experience, Second-Year Transformational Experience Program, Office of Diversity and Inclusion, Office of Military and Veterans Services, etc.) to create and deliver messages about the value of internships from the first day a student steps on campus to when they leave for their first internship.

(In-demand jobs connected with the OMIC program can be found at [http://omj.ohio.gov/OMJResources/MasterList\\_Education.stm](http://omj.ohio.gov/OMJResources/MasterList_Education.stm) )

### **OMIC 2.5**

Manufacturing is the largest sector of Ohio’s economy at 18% GDP, producing more than \$52 billion in products sent to 216 countries. Approximately 97% of Ohio manufacturing firms employ fewer than 500 workers, and almost 50% of firms only have 1-4 employees. At the same time, demand for workers in manufacturing is at record levels. Manufacturing employers posted over 275,000

online ads for workers in Ohio during 2014 alone. The need for skilled workers in advanced and lightweight manufacturing is expected to grow exponentially. In response to the need for more on-the-job and work-based learning, the Ohio Department of Higher Education funded OMIC 2.5, the LIFT Ohio Means Internships & Co-ops 2.5 Program (LIFT OMIC).

OMIC 2.5 is a partnership between The Ohio State University (OSU) and its academic and industry partners to build a co-located internship program that trains students for in-demand lightweight manufacturing technologies. The goal is to bolster a workforce proficient in the application of advanced lightweight metal alloys, manufacturing technologies, and design methods important to advanced manufacturing. LIFT and OSU assembled a team to develop this novel educational approach to manufacturing education involving real-world industry projects with close involvement by academic faculty and students. LIFT OMIC runs through December, 2016, and is headed up by Ohio State University. Other academic, industry, and technology partners include: Columbus State Community College, Tolles Career and Technical Center, C-TEC Career & Technology Education Centers of Licking County, Tri-Rivers Career Center, Marion Technical College, Metro High School, Columbus School for Girls, Honda, and Whirlpool, JobsOhio, Ohio Manufacturers' Association, and EWI.

#### ***OSU Choose Ohio First Scholarship Programs***

Choose Ohio First is a program of the University System of Ohio (USO). Choose Ohio First scholarships are awarded to students studying in the fields of science, technology, engineering, math and medicine (STEMM) with the objective of increasing graduates in these fields and retaining them within the Buckeye state.

Choose Ohio First scholarship opportunities at OSU are offered through various departments, programs and campuses. Eligible applicants include students majoring in Middle Childhood STEM Education at Ohio State's regional campuses in Lima, Mansfield, Marion and Newark and active participants in Ohio's STEM Ability Alliance (OSAA). The Future Scientists of Ohio (FSO) COF Scholarship is particularly designed to encourage community college students to transfer to Ohio State to complete their four-year STEM degrees. The Ohio House of Science and Engineering (OHSE) COF Scholarship is open to STEM majors on the OSU-Columbus campus. The COF for Bioinformatics scholarship supports students interested in the application of computation to biological, chemical, environmental, mathematical, and health sciences, biomedical engineering, and science education. The Bachelor of Science in Pharmaceutical Science (BSPS) COF program supports students interested in a career in pharmacy or any of the areas in the health sciences.

#### ***Center for Design and Manufacturing Excellence***

The U.S. Department of Commerce and the Department of Defense chose the Ohio State University Center for Design and Manufacturing Excellence (CDME) to create a new model for manufacturing and commercialization support for regional businesses. Funded by a three-year \$6.8 million grant from the U.S. Department of

Commerce's Economic Development Administration (EDA) and the Department of Defense's Office of Economic Adjustment (DoD/OEA), CDME will work to foster economic stability and growth in central and north central Ohio by advancing the global competitiveness of existing defense and commercial manufacturing companies. They will focus on coupling multi-industry collaboration, technology commercialization and workforce development into one unified program that will maximize the impact for businesses striving to get new technologies from the laboratory to the marketplace and ready the local workforce to compete for jobs in emerging technologies.

CDME's three-pronged approach to enhance economic vitality begins with facilitating multi-industry collaboration to address critical manufacturing challenges and market opportunities. Technological solutions from startup companies and university-based researchers will then be commercialized. Workforce development is the third major component, ensuring that workers are trained on emerging manufacturing technologies. The approximately \$2.2 million worth of specialized equipment procured through the grant will enable CDME's researchers, engineers and project managers to move technology from concept through the product development process and on to deployment in a manufacturing environment. The grant also supports CDME's execution of at least two multi-industry research projects in areas of critical need to Ohio's overlapping commercial and defense manufacturing marketplace. One targeted focus area is multi-material joining for structural systems, a critical concern to the design and manufacturing of next-generation vehicles and components.

Established in 2014, CDME is a center within the College of Engineering and the Office of Research that provides industry partners with tightly integrated design, commercialization and manufacturing solutions by utilizing the technical talents and experience of the Ohio State University's world-class faculty and centers. In conjunction with Ohio State, project collaborators Columbus State Community College and North Central State College will implement a workforce training program to instruct both current and future workers on the latest technologies and production methods as they are being developed.

***The Office of Economic and Corporate Engagement and the Technology Commercialization Office***

Ohio State is streamlining its economic development and corporate relations functions to make the process simpler for corporate partners and university researchers to work together to create jobs, make discoveries and commercialize innovations. The university established the Office of Economic and Corporate Engagement to better coordinate the many parts of Ohio State's economic engine — including industry-sponsored research, technology commercialization, and internships. Reflecting the need to support both faculty research and economic development, the office will report jointly to the Provost and the CFO. It will help to connect researchers, entrepreneurs, financiers, corporate partners and others, and

will coordinate work with affiliated organizations and economic development groups throughout central Ohio and the state.

In 2011, Ohio State undertook a major effort toward building a new model that efficiently translates its research into emerging products and industries, with local, regional and global impact. To achieve this goal, the university created a new office of Technology Commercialization and Knowledge Transfer (TCO). The objectives of TCO are:

- Build a culture of innovation, service, responsiveness, creativity, and accountability within the University;
- Create customized initiatives that enhance the research colleges;
- Develop a robust start-up culture that drives economic development;
- Increase industry-sponsored research and long term partnerships;
- Engage students in every aspect of the commercialization process to enhance their learning experience in support of Ohio State's mission and to increase their opportunity to complete their degrees in a timely fashion;
- Make Ohio State a top-five research institution in commercialization productivity.

### ***Central Ohio Compact***

Ohio State is participating, along with other regional postsecondary institutions, in the Central Ohio Compact. The Compact is a partnership comprised of school districts, adult career-technical centers, colleges and universities, and area business and civic leaders "who are united in their support for developing the region's enormous talent pool into a globally competitive workforce – one that will position Central Ohio for future growth and prosperity." The Compact partners are working together on issues related to public policy and affordability of higher education, community awareness and communications, and workforce alignment and employment placement strategies. (OSU also is involved in the Higher Education Compact of Greater Cleveland, which has similar goals for that region of the state.)

### ***Discovery Themes***

The Discovery Themes were launched in 2012 to leverage Ohio State's special strengths to address the technological, social, and environmental stresses that define today's global world. As the nation's largest and most comprehensive public university, Ohio State can focus an unmatched breadth of expertise on the issues of Health and Wellness, Energy and Environment, and Food Production and Security. Over the next ten years, OSU's investment in the Discovery Themes will provide the basis for attracting about 500 research- and teaching-active, tenured/tenure-track faculty working in Discovery Themes areas. These will be individual scholars, as well as groups or clusters of faculty in critical areas. Their work will complement the research, teaching, and outreach of our existing faculty. Thus, they will spur transformational breakthroughs in our contributions to problem solutions critical to Ohio and the world.

In late 2013, the Discovery Themes inaugural request for proposals generated a number of Big Ideas that leveraged data analytics in addressing the compelling challenges of today and tomorrow. A review of these Big Ideas identified areas of strength that would lead to a notable focus in data analytics at Ohio State. A framework was developed to serve as the basis for creating that singular focus, and the Data Analytics Collaborative is the result of that framework.

New undergraduate degrees and programs will result from the Discovery Themes emphases. For example, a critical need clearly exists in the employment marketplace for graduates with both quantitative computational and modeling skills, and behavioral psychology and critical thinking skills. Ohio State will help fill that need with its new interdisciplinary undergraduate major in data analytics. The new major is structured in three parts: core subject matter (mathematical, statistical, and computing foundations), discipline-specific specializations (visual analytics and sense-making, system modeling, pattern recognition, and machine learning), and an integrative experiential education component. Ohio State is the first university in the country to offer this undergraduate degree in data analytics.

### ***Buckeye Careers***

Career services at Ohio State are decentralized, which means each college hosts its own career services office with its own set of recruiting policies and procedures. However, OSU centrally shares a job or internship posting system called **Buckeye Careers Network** that serves as Ohio State's university-wide online resource to connect Ohio State students with employers for jobs, internships, co-ops, and career opportunities. It connects the posting services of Engineering (ECS CareerEngine), Arts and Sciences (FutureLink), FAES (Hireabuckeye), and Fisher College of Business (FisherConnect), as well as systems used in other colleges and the regional campuses.

The Buckeye Careers program at Ohio State offers career development assistance, support, and resources - from selecting a major to starting a career - for all Ohio State students. It also is home for the **Buckeye Internships** program, Ohio State's university-wide resource connecting Ohio State students with employers for internships and co-op positions. Buckeye Careers utilizes Buckeye **OnPACE**, a series of self-guided career modules that can assist students in learning more about themselves and choosing a major or career, applying to graduate school, and preparing to enter the workforce.

### ***Career Counseling and Support Services***

The services provided by Career Counseling and Support Services (formerly Career Connection) are focused on the career development needs of all OSU students by providing high quality and diversity-sensitive services through counseling, consultation and lasting partnerships, designed to facilitate learning and advance well-being, purpose, identity development, and citizenship. In particular, the services include:

- Connecting students' interests, values, skills and personality with the world of employment;
- Aiding development of students' interests by exploring various majors and careers;
- Encouraging students to test their ideas with internships, informational interviews, volunteering, and extracurricular activities;
- Providing customized attention to resumes, vitas, job search letters, and interviewing skills;
- Listening and helping with personal concerns that relate to career decisions;
- Assisting students' implementation of decisions by learning how to conduct a job search or plan for graduate or professional school;
- Informing students about the University's employment assistance services, distributed throughout the colleges.

### ***Industry Liaison Office***

The Industry Liaison Office (ILO), currently led by Dan Kramer, was launched in 2008 to foster economic development opportunities in Ohio and beyond by connecting business and industry to Ohio State discoveries, its ground breaking research, and experts in targeted research areas. Ohio State has achieved world-class status in such areas as global climate change, materials research, electromagnetics, medical imaging, cancer, infectious and cardiovascular diseases, environmental sciences, and agricultural bio-products that feed and fuel the world.

Innovation is the key to continued economic growth for Ohio and beyond. Linking the university's immense assets to industry needs can lead to new products, improved processes, and expanded services. The Industry Liaison Office is well positioned to help industry collaborators build mutually beneficial relationships with Ohio State researchers. The ILO knows what Ohio State researchers are working on and has up-to-the-minute information about new breakthroughs and discoveries on campus.

The outcome of continuous growth and expanding collaborations has been the establishment of several ILO satellite offices including the Engineering ILO, dedicated exclusively to OSU's College of Engineering; the College of Food, Agricultural and Environmental Sciences ILO; and the Life Sciences ILO.

**Appendix: University Student Profile  
Columbus Campus  
Autumn 2015**

Student Demographic	Entering		Returning		Transfer		Total	
	#	% of Total	#	% of Total	#	% of Total	#	% of Total
Total	6978	15.81	34432	78.02	2721	6.17	44131	100
Enrolled Part Time	9	0.28	2997	92.70	227	7.02	3233	100
Not Degree/Certificate Seeking	--	--	--	--	--	--	1158	100
Financial Need - Pell Eligible	1191	12.48	7494	78.53	858	8.99	9543	100
Remedial Education Needs	319	6.06	4475	85.0	471	8.95	5265	100
Female	3553	16.9	16140	76.75	1335	6.35	21028	100
Male	3425	14.82	18292	79.18	1386	6.0	23103	100
Age 18-24	6414	15.88	31583	78.19	2398	5.94	40395	100
Age 25 and Older	8	0.25	2835	89.6	321	10.15	3164	100
Ohio Resident	4883	14.23	27297	79.53	2143	6.24	34323	100
High School-to-College Factors								
Average High School GPA	NR		NR		NR		NR	
Average ACT or SAT	28.9		--		--		--	
Race / Ethnicity								
<i>American Indian / Alaskan Native</i>	9	16.36	36	65.45	10	18.18	55	100
<i>Asian</i>	478	18.06	2060	77.82	109	4.12	2647	100
<i>African American / Black</i>	294	12.08	1914	78.67	225	9.25	2433	100
<i>Hispanic</i>	301	18.17	1228	74.11	128	7.72	1657	100
<i>International</i>	380	12.01	2535	80.12	249	7.87	3164	100
<i>Native Hawaiian or other Pacific Islander</i>	3	9.68	23	74.19	5	16.13	31	100
<i>Multi-racial</i>	216	15.79	1066	77.92	86	6.29	1368	100
<i>White</i>	4979	15.88	24573	78.37	1804	5.75	31356	100
<i>Race/ethnicity not reported</i>	318	22.39	997	70.21	105	7.39	1420	100

June 3, 2016 meeting, Board of Trustees

**Appendix: University Student Profile  
Regional Campuses (excluding ATI - Wooster)  
Autumn 2015**

Student Demographic	Entering		Returning		Transfer		Total	
	#	% of Total	#	% of Total	#	% of Total	#	% of Total
Total	2486	45.86	2641	48.72	294	5.42	5421	100
Enrolled Part Time	73	9.96	594	81.04	66	9.0	733	100
Not Degree/Certificate Seeking	--	--	--	--	--	--	298	100
Financial Need - Pell Eligible	1032	43.54	1189	50.17	149	6.29	2370	100
Remedial Education Needs	1415	46.93	1511	50.12	89	2.95	3015	100
Female	1156	40.73	1511	53.24	171	6.03	2838	100
Male	1330	51.49	1130	43.75	123	4.76	2583	100
Age 18-24	2331	50.49	2062	44.66	224	4.85	4617	100
Age 25 and Older	20	3.01	575	86.47	70	10.53	665	100
Ohio Resident	2480	45.87	2634	48.72	292	5.4	5406	100
High School-to-College Factors								
Average High School GPA	NR		NR		NR		NR	
Average ACT or SAT	22.3		--		--		--	
Race / Ethnicity								
<i>American Indian / Alaskan Native</i>	7	43.75	8	50.0	1	6.25	16	100
<i>Asian</i>	110	62.86	60	34.29	5	2.86	175	100
<i>African American / Black</i>	289	55.79	201	38.8	28	5.41	518	100
<i>Hispanic</i>	99	52.66	82	43.62	7	3.72	188	100
<i>International</i>	3	75.0	1	25.0	0	0.0	4	100
<i>Native Hawaiian or other Pacific Islander</i>	3	50.0	3	50.0	0	0.0	6	100
<i>Multi-racial</i>	108	59.34	65	35.71	9	4.95	182	100
<i>White</i>	1810	43.11	2158	51.39	231	5.5	4199	100
<i>Race/ethnicity not reported</i>	57	42.86	63	47.37	13	9.77	133	100

**Appendix: University Student Profile**  
**ATI - Wooster**  
**Autumn 2015**

Student Demographic	Entering		Returning		Transfer		Total	
	#	% of Total	#	% of Total	#	% of Total	#	% of Total
Total	331	45.84	361	50.0	30	4.16	722	100
Enrolled Part Time	1	1.61	56	90.32	5	8.06	62	100
Not Degree/Certificate Seeking	--	--	--	--	--	--	29	100
Financial Need - Pell Eligible	117	48.75	113	47.08	10	4.17	240	100
Remedial Education Needs	232	47.06	241	48.88	20	4.06	493	100
Female	167	47.58	168	47.86	16	4.56	351	100
Male	164	44.2	193	52.02	14	3.77	371	100
Age 18-24	321	47.49	332	49.11	23	3.4	676	100
Age 25 and Older	3	7.69	29	74.36	7	17.95	39	100
Ohio Resident	321	45.4	356	50.35	30	4.24	707	100
High School-to-College Factors								
Average High School GPA	NR		NR		NR		NR	
Average ACT or SAT	20.6		--		--		--	
Race / Ethnicity								
<i>American Indian / Alaskan Native</i>	0	0.0	0	0.0	0	0.0	0	
<i>Asian</i>	2	50.0	2	50.0	0	0.0	4	100
<i>African American / Black</i>	2	66.67	1	33.3	0	0.0	3	100
<i>Hispanic</i>	1	14.29	4	57.14	2	28.57	7	100
<i>International</i>	1	100.0	0	0.0	0	0.0	1	100
<i>Native Hawaiian or other Pacific Islander</i>	0	0.0	0	0.0	0	0.0	0	100
<i>Multi-racial</i>	5	55.56	3	33.3	1	11.11	9	100
<i>White</i>	308	45.56	342	50.59	26	3.85	676	100
<i>Race/ethnicity not reported</i>	12	54.55	9	40.91	1	4.55	22	100

**Data Definitions for above tables**

**Note** All data is for undergraduate students as of Fall 2015 15th day count.

NR – Not reported

Average ACT is only relevant for NFYS

**References and web links:**

OSU College Portrait Report	<a href="http://oaa.osu.edu/irp/vsa.php">http://oaa.osu.edu/irp/vsa.php</a>
Enrollment Services – Analysis and Reporting	<a href="http://oesar.osu.edu">http://oesar.osu.edu</a>
Undergraduate Admissions Quick Facts	<a href="http://undergrad.osu.edu/admissions/quick-facts.html">http://undergrad.osu.edu/admissions/quick-facts.html</a>
First Year Experience Summer Bridge Programs	<a href="http://fye.osu.edu/programs/index.html">http://fye.osu.edu/programs/index.html</a>
Institutional Research and Planning	<a href="http://oaa.osu.edu/irp/home.php">http://oaa.osu.edu/irp/home.php</a>
NFYS Enrollment Trend Data	<a href="http://oesar.osu.edu/pdf/admissions/NFQF_Au_15thday_web.pdf">http://oesar.osu.edu/pdf/admissions/NFQF_Au_15thday_web.pdf</a>
NFYS Graduation and Retention Rates Data	<a href="http://oesar.osu.edu/grad_rates.html">http://oesar.osu.edu/grad_rates.html</a>
Counseling and Consultation Service	<a href="http://www.ccs.ohio-state.edu">http://www.ccs.ohio-state.edu</a>
Student Athlete Support Services Office	<a href="http://www.ohiostatebuckeyes.com/sports/sasso/osu-sasso-body.html">http://www.ohiostatebuckeyes.com/sports/sasso/osu-sasso-body.html</a>
University Center for the Advancement of Teaching	<a href="http://ucat.osu.edu">http://ucat.osu.edu</a>
Mathematics and Statistics Learning Center	<a href="http://mslc.osu.edu">http://mslc.osu.edu</a>

Center for the Study of Teaching and Writing	<a href="https://cstw.osu.edu">https://cstw.osu.edu</a>
Office for Disability Services	<a href="http://ods.osu.edu">http://ods.osu.edu</a>
The Office for Military and Veterans Services	<a href="http://veterans.osu.edu">http://veterans.osu.edu</a>
Dennis Learning Center	<a href="http://dennislearningcenter.osu.edu">http://dennislearningcenter.osu.edu</a>
Academic Advising at OSU	<a href="http://advising.osu.edu/welcome.shtml">http://advising.osu.edu/welcome.shtml</a>
Office of Undergraduate Education	<a href="http://ugeducation.osu.edu/welcome.shtml">http://ugeducation.osu.edu/welcome.shtml</a>
Second Year Transformational Experience Program (STEP)	<a href="https://step.osu.edu">https://step.osu.edu</a>
Office of Distance Education and eLearning	<a href="http://odee.osu.edu">http://odee.osu.edu</a>
FITW	<a href="http://www2.ed.gov/programs/fitw/index.html">http://www2.ed.gov/programs/fitw/index.html</a>
ASC STEM Initiatives	<a href="http://artsandsciences.osu.edu/about/administration/stem-initiative">http://artsandsciences.osu.edu/about/administration/stem-initiative</a>
Discovery Themes	<a href="http://discovery.osu.edu">http://discovery.osu.edu</a>
OSU's Choose Ohio First Programs	<a href="http://ugeducation.osu.edu/chooseohiofirst.shtml">http://ugeducation.osu.edu/chooseohiofirst.shtml</a>
Career Connection	<a href="http://careerconnection.osu.edu">http://careerconnection.osu.edu</a>
Industry Liaison Office	<a href="http://ilo.osu.edu">http://ilo.osu.edu</a>
Central Ohio Compact	<a href="http://www.csc.edu/centralohiocompact/">http://www.csc.edu/centralohiocompact/</a>
JobReady Ohio (OSU's OMIC program)	<a href="http://careers.osu.edu/students/jobready/">http://careers.osu.edu/students/jobready/</a>

APPENDIX LXVIII

	<u>Amount Establishing Endowment*</u>	<u>Total Commitment</u>
<u>Establishment of Named Endowed Chair (University)</u>		
The Henry A. Wise II, M.D., Endowed Chair in Urology Established February 2, 2007, with gifts from the University Urology Education and Research Foundation, Inc., and friends of the Department of Urology, with support from the College of Medicine; given in honor of Henry A. Wise II, M.D. (clinical professor emeritus, 2003; held positions of assistant professor, associate professor, division director, and clinical professor in Urology from 1972-2000) of Dublin, Ohio; used to support an endowed chair position in the Department of Urology in support of a nationally recognized urologist faculty member undertaking clinical, educational, and research activities in the field of urology. Revised July 13, 2007 and June 3, 2016.	\$2,000,000.58	\$2,000,000.58
<u>Establishment of Named Endowed Funds (University)</u>		
Urology Growth and Excellence Endowment Fund Established June 3, 2016, with support from the College of Medicine; used for special initiatives and related activities in the Department of Urology to advance its mission, growth and reputation in research, education and patient care.	\$314,947.00	\$314,947.00
Byrd Polar and Climate Research Center Science Support Established June 3, 2016, with transfers from the Byrd Polar and Climate Research Center; used to support the salaries of the Byrd Polar and Climate Research Center Science researchers.	\$109,000.00	\$109,000.00
<u>Change in Name and Description of Named Endowed Fund (University)</u>		
From: Shih-Yuan Michael Chen Scholarship Fund To: Dr. Michael Shih-Yuan and Anna Lee Chen Family Fund in Engineering		
<u>Change in Description of Named Endowed Fund (University)</u>		
The Fawnye M. Kuohn Scholarship Fund		

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Establishment of Named Endowed Chair (Foundation)

The Urban Meyer III and Shelley Meyer Chair for Cancer Research	\$2,000,000.00	\$2,000,000.00
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Established June 3, 2016, with a fund transfer as directed by the chief executive officer of The Arthur G. James Cancer Hospital and the Richard J. Solove Research Institute (The James) in honor of Urban F. Meyer III and Shelley M. Meyer for their advocacy to advance the cancer research program at The James; used to support a chair position at The James for a nationally eminent faculty member to advance cancer research through innovative ideas, novel therapies, state-of-the-art technology, basic and translational research and other initiatives to more quickly improve patient treatments and outcomes.

Establishment of Named Endowed Professorship (Foundation)

Charles A. Bush M.D. Professorship in Cardiovascular Medicine	\$1,000,000.00	\$1,000,000.00
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Established June 3, 2016, with gifts made by friends, grateful patients, medical alumni (including past residents and fellows), faculty and other colleagues; given in honor of the career and leadership of Dr. Charles A. Bush of Powell, Ohio; used for a professorship in the Division of Cardiovascular Medicine in the Department of Internal Medicine supporting a nationally or internationally recognized physician faculty member in the field of Cardiology.

Establishment of Named Endowed Funds (Foundation)

Veeam Software Endowed Scholarship in Data Analytics	\$500,000.00	\$1,000,000.00
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Established June 3, 2016, with a gift from Veeam Software Corporation; used to provide OSC scholarships. First-time recipients will be undergraduate students enrolled in the Data Analytics undergraduate program.

Andrei Baronov and Ratmir Timashev Symposium Endowed Fund in Chemical Physics	\$200,000.00	\$500,000.00
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Established June 3, 2016, with a gift from Veeam Software Corporation; used to provide operational and programming support for the *Frontiers in Chemical Physics Symposium* lecture series.

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<p>Steven A. Goldfarb/Hahn Loeser Endowed Scholarship Fund Established June 3, 2016, with gifts from Steven A. Goldfarb and Hahn Loeser &amp; Parks LLP; used to provide OSC scholarship support to a student from Cuyahoga County Ohio who is enrolled in the Michael E. Moritz College of Law, demonstrates financial need, and is in the top forty percent (40%) academically of all admitted students.</p>	<p>\$115,000.00</p>	<p>\$115,000.00</p>
<p>The Wayne and Waneita Dipner Family Endowed Fund Established June 3, 2016, with a gift from Waneita M. Dipner; used to provide need-based scholarships specific to the architecture section to one or more students enrolled in the Austin E. Knowlton School of Architecture.</p>	<p>\$106,514.79</p>	<p>\$120,000.00</p>
<p>Dr. Martha S. Pitzer Nursing Endowed Scholarship Fund Established June 3, 2016, with gifts from the Pitzer Family Foundation; used to provide OSC scholarships. First-time recipients must be enrolled in the College of Nursing with preference given to an undergraduate student who demonstrates financial need and/or academic merit.</p>	<p>\$100,275.00</p>	<p>\$100,275.00</p>
<p>Jane A. Heffernan Nursing Endowed Scholarship Fund Established June 3, 2016, with gifts from Jane A. Heffernan (BA 1970, MS 1976); used provide OSC scholarships. First-time recipients shall be enrolled in the College of Nursing, majoring in Nursing, and have a minimum 2.5 grade point average with preference given to candidates who demonstrate exceptional clinical skills or who are the first person in their family to go to college.</p>	<p>\$100,075.00</p>	<p>\$200,000.00</p>
<p>John L. Lenz Endowed Scholarship Fund Established June 3, 2016, with a grant from the John Lenz Charitable Fund at the Dayton Community Foundation; used to provide OSC scholarships. First-time recipients shall be members of The Ohio State University Marching Band who are enrolled in the College of Engineering and are from one of the following Ohio counties: Greene, Miami, Montgomery, Preble. If no candidates are identified, the geographic restriction may be eliminated.</p>	<p>\$100,000.00</p>	<p>\$100,000.00</p>
<p>The Nancy A. and Warriet Savage III Endowed Scholarship Fund Established June 3, 2016, with a gift from Warriet Savage III (BS 1974, MSW 1980) in memory of his wife, Nancy A. Savage (BS 1969); used to provide OSC scholarship support to students enrolled in the College of Social Work who demonstrate academic excellence, great financial need, and an interest in studying women's issues.</p>	<p>\$100,000.00</p>	<p>\$100,000.00</p>

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<p>The Black Undergraduate Engineering Council/National Society of Black Engineers Minnie M. McGee Endowment Fund            Established June 3, 2016, with gifts from the Black Undergraduate Engineering Council and National Society of Black Engineers Alumni and friends; used for OSC scholarships. First-time recipients shall be third or fourth year undergraduates enrolled in the College of Engineering who are involved in the National Society of Black Engineers (NSBE) with at least a 3.0 GPA. Second preference shall be given to third or fourth year undergraduates who are involved in NSBE with at least a 2.5 GPA. If no candidates meet such criteria the scholarship shall be available to first and second year students involved in NSBE with at least a 2.5 GPA.</p>	\$76,619.50	\$100,000.00
<p>Collegiate Recovery Community Endowment Fund            Established June 3, 2016, with gifts from Lance Reno (BA 1992), friends, and family; used to provide scholarship support for students who are active members of the Collegiate Recovery Community.</p>	\$62,802.48	\$70,000.00
<p>Fisher, Kellogg, and Lioi Endowed Scholarship Fund            Established June 3, 2016, with gifts from Linda Fisher (JD 1982), Amy E. Kellogg (JD 1986) and Hon. Sara Lioi (JD 1987); used to provide OSC scholarships. First-time recipients shall be enrolled in the Michael E. Moritz College of Law, demonstrate financial need, and be in the top half of the incoming class in academic credentials.</p>	\$60,000.00	\$100,000.00
<p>The Max and Excy Ramos Civil and Environmental Engineering Endowed Scholarship Fund            Established June 3, 2016, with gifts from Maximo Ramon Castillo Ramos III (BS 1988) and Apple Inc.; used to provide OSC scholarships. The Donor requests that the University award no more than three scholarships annually. First-time recipients must be ranked as juniors or seniors, have a cumulative grade point average of 3.3 or higher, be enrolled in the College of Engineering, and be studying Civil Engineering or Environmental Engineering with preference given to candidates who demonstrate financial need. It is the donors' desire that the scholarships be awarded with particular attention to, but not limited to, female students.</p>	\$60,000.00	\$100,000.00

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<p>The Lawrence W. Walquist Endowed Scholarship Fund          Established June 3, 2016, with gifts from the Knowlton School of Architecture Landscape Architecture Alumni and friends; used to provide one or more scholarships to undergraduate students enrolled in the Austin E. Knowlton School of Architecture who are bachelor's degree candidates in the Landscape Architecture program. Eligible scholarship candidates shall be in their junior or senior year, have demonstrated financial need, and strong academic and design credentials. Criteria for selection shall include that recipients show leadership as advocates of Landscape Architecture and great potential to serve as an inspiration to others in the field.</p>	<p>\$59,190.00</p>	<p>\$59,190.00</p>
<p>Welcome and Education Center at the Secrest Arboretum Endowment          Established June 3, 2016, with gifts from friends of Secrest Arboretum; used to support the operation, management, programming, and any special activities associated with the Welcome and Education Center at the Secrest Arboretum.</p>	<p>\$58,433.38</p>	<p>\$58,433.38</p>
<p>The Newark Advisory Board Endowed Scholarship Fund          Established June 3, 2016, with gifts from current and former Ohio State Newark Advisory Board Members; used to provide scholarships to students attending The Ohio State University at Newark.</p>	<p>\$54,255.00</p>	<p>\$54,255.00</p>
<p>Majorie Stuber Flanagan Endowed Resource Fund          Established June 3, 2016, with gifts from Marjorie Stuber Flanagan (BS 1967); used for the operational, educational and clinical needs of the Division of Medical Laboratory Science in the School of Health and Rehabilitation Sciences in the College of Medicine.</p>	<p>\$51,710.65</p>	<p>\$51,710.65</p>
<p>Robert and Martina Poe Small Cell Carcinoma Fund          Established June 3, 2016, with gifts from Robert E. Poe (BS 1983) of Lebanon, Ohio and others; used for medical research at the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute on small cell carcinoma focused on early detection, prevention and cure conducted by, or under the leadership of, the director of the Thoracic Oncology Center.</p>	<p>\$50,086.00</p>	<p>\$50,086.00</p>
<p>The Smith Family Endowment Fund          Established June 3, 2016, with gifts from Rita J. Smith, RN; Francis C. Smith (BS 1963); and George E. Smith (BS 1964); used to provide a scholarship to an undergraduate student enrolled in the College of Engineering majoring in Civil, Environmental and Geodetic Engineering who demonstrates leadership skills in the classroom and/or extracurricular activities with preference given to students with financial need.</p>	<p>\$50,002.00</p>	<p>\$50,002.00</p>

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<p>Clarence and Mina Marburger Farbizo Family Scholarship Fund in Physical Therapy          Established June 3, 2016, with gifts from Neva Farbizo Greenwald (BS 1959, BS 1960) of Flowood, Mississippi; used to provide OSC scholarships. First-time recipients shall be enrolled in the Physical Therapy (PT) program in the School of Health and Rehabilitation Sciences (HRS), pursuing a doctorate degree in this field. Selection shall be based on academic merit or financial need with first preference given to students from Tuscarawas County, Ohio or New Philadelphia, Ohio and second preference to candidate(s) from the State of Ohio.</p>	<p>\$50,000.00</p>	<p>\$100,000.00</p>
<p>The Kyle M. Garrison Memorial Scholarship Fund          Established June 3, 2016, with gifts from the family and friends of Kyle M. Garrison; used to provide scholarship support for incoming or current undergraduate students in the College of Food, Agricultural, and Environmental Sciences. First preference is for students studying Construction Systems Management (CSM) at the ATI campus, second preference to is CSM students who have transferred from ATI to the Columbus Campus pursuing a four-year degree. Students must demonstrate industry related involvement outside the classroom such as internships, professional groups, or employment.</p>	<p>\$50,000.00</p>	<p>\$50,000.00</p>
<p>William P. Gianakopoulos M.D. and Patricia Connor Gianakopoulos M.D. Scholarship Fund in Medicine          Established June 3, 2016, with gifts from William P. Gianakopoulos M.D. (completed residency training at University Hospitals) and Patricia C. Gianakopoulos M.D. (BS 1979; MD 1987) of Columbus, Ohio; used for scholarship(s) to medical students in the College of Medicine and shall be awarded based on academic merit or financial need to students who demonstrate an interest in primary care medicine.</p>	<p>\$50,000.00</p>	<p>\$50,000.00</p>
<p>The Marjorie and Samuel Harris Scholarship Fund          Established June 3, 2016, with gifts from Samuel W. Harris (PhD 1956); used to provide a need-based scholarship to a third-year student enrolled in the College of Arts and Sciences who maintains a 3.0 grade point average.</p>	<p>\$50,000.00</p>	<p>\$50,000.00</p>
<p>Irene Levine and Lee Hess Prize for Cancer Research Excellence Fund          Established June 3, 2016, with gifts from Irene J. Levine and Lee H. Hess of Columbus, Ohio in honor of their son, Michael L. Hess; used by the OSU Comprehensive Cancer Center (OSUCCC) to support an award to an eligible participant to recognize the top submission at the OSUCCC-The James' Annual Scientific Meeting (ASM) or its successor program.</p>	<p>\$50,000.00</p>	<p>\$100,000.00</p>

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Harold D. Keller Endowed Scholarship Fund Established June 3, 2016, with a gift from Ohio Capital Corporation for Housing; used to provide support to graduate students enrolled in the Austin E. Knowlton School of Architecture who are studying housing and community development in the school's City and Regional Planning section.	\$50,000.00	\$50,000.00
Samuel J. Kiehl III MD Resident Program Enhancement Endowment Fund Established June 3, 2016, with gifts from Dr. Samuel J. Kiehl III (BA 1967; MD 1971) and Terry L. Kiehl of Grove City, Ohio; and from OSU Emergency Medicine LLC of Columbus, Ohio; used by the Department of Emergency Medicine to provide program enhancements for resident growth and development, but may not be used as a substitute, or additional funding for, the University-provided salary or benefits of the appointee; nor be used for operational costs to run the residency program.	\$50,000.00	\$2,000,000.00
The Marilyn F. and Calvin L. Simpson Endowed Nursing Scholarship Fund Established June 3, 2016, with gifts from Calvin L. Simpson (BS 1950); used to provide merit scholarships to undergraduate students enrolled in the College of Nursing who are from the State of Ohio and demonstrate financial need.	\$50,000.00	\$50,000.00
Nu Chapter Delta Sigma Pi Corporation Dean's Innovation Fund Established June 3, 2016, with gifts from Nu Chapter Delta Sigma Pi Corporation; 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.	\$25,000.00	\$25,000.00
Health Sciences Support Fund Established June 3, 2016, with initial gifts made in honor of the leadership of Manual Tzagournis, M.D.; used to support programs in the Office of Health Sciences.	\$15,040.00	\$15,040.00
<u>Change in Name and Description of Named Endowed Fund (Foundation)</u>	\$7,718,951.38	
From: The Robert C. Walter Memorial Professorship To: The Robert Bahnson M.D. Professorship in Urology		
From: The Roberta Elliott Wantman Endowment Fund in the School of Earth Sciences To: The Roberta Elliott Wantman Endowment Fund		

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Change in Name of Named Endowed Fund  
(Foundation)

From: The Robert H. Rainier Endowed Chair Fund in  
Industrial Veterinary Medicine and Research  
To: The Robert H. Rainier Endowed Chair in Industrial  
Veterinary Medicine and Research

From: The Ohio State Rocky Mountain Alumni Club  
Fund  
To: The Ohio State University Alumni Club of Denver  
Fund

Change in Description of Named Endowed Fund  
(Foundation)

Delma L. Roush Scholarship Fund

Susan Giokaris Patzakis Endowed Nursing  
Scholarship Fund

The Ohio Pest Control Association Scholarship Fund  
Total \$7,768,951.38

\*Amounts establishing endowments as of April 30, 2016.

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### **The Henry A. Wise II, M.D., Endowed Chair in Urology**

The Henry A. Wise II, M.D., Endowed Professorship Fund in Urology was established February 2, 2007, by the Board of Trustees of The Ohio State University with gifts from the University Urology Education and Research Foundation, Inc., and friends of the Department of Urology, with support from the College of Medicine; given in honor of Henry A. Wise II, M.D. (clinical professor emeritus, 2003; held positions of assistant professor, associate professor, division director, and clinical professor in Urology from 1972-2000) of Dublin, Ohio. The funding level was reached and the professorship was established July 13, 2007. The funding level for an endowed chair has been reached and the chair is being established June 3, 2016.

The annual distribution from this fund shall support an endowed chair position in the Department of Urology in support of a nationally recognized urologist faculty member undertaking clinical, educational, and research activities in the field of urology. Appointment shall be made as recommended by the chairperson of the Department of Urology and approved by the dean of the College of Medicine and by the executive vice president of health sciences. The activities of the chair holder shall be reviewed no less than every four years by the dean to determine compliance with the intent of the donors as well as the academic and research standards of the University.

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 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 as recommended by the chairperson of the Department of Urology, in consultation with the dean of the College of Medicine and with the executive vice president of health sciences. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donors as good conscience and need dictate.

### **Urology Growth and Excellence Endowment Fund**

It is proposed that the Urology Growth and Excellence Endowment Fund be established June 3, 2016, by the Board of Trustees of The Ohio State University with support from the College of Medicine.

The annual distribution from this fund shall be used for special initiatives and related activities in the Department of Urology to advance its mission, growth and reputation in research, education and patient care. Projects may be directed towards, but are not limited to, faculty development and recruitment; training and curriculum; innovative or interdisciplinary research and treatments; technology, equipment and outreach services; and other department priorities. Should recruitment and retention priorities dictate the need for an additional endowed chair or professorship, a one-time transfer of a portion of the principal may occur to complete the required principal funding to establish the chair or professorship, to the extent that said transfer does not deplete the amount needed to maintain the Urology Growth and Excellence Endowment Fund at the required endowment minimum at that time. Allocation and expenditures from this fund shall be approved by the department chairperson, in consultation with the dean of the College of Medicine.

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 department chairperson.

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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 reserves 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 shall consult the chairperson of the Department of Urology and the dean of the College of Medicine. Modifications to endowed funds shall be approved by the University's Board of Trustees, in accordance with the policies of the University.

#### **Byrd Polar and Climate Research Center Science Support**

It is proposed that the Byrd Polar and Climate Research Center Science Support be established June 3, 2016, by the Board of Trustees of The Ohio State University with transfers from the Byrd Polar and Climate Research Center.

The annual distribution from this fund shall support the salaries of the Byrd Polar and Climate Research Center Science researchers, as approved by the center's director and the administrative manager.

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 and the administrative manager of the Byrd Polar and Climate Research Center.

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 Byrd Polar and Climate Research Center 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 with the center 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 and the administrative manager of the center. Modifications to endowed funds shall be approved by the University's Board of Trustees, in accordance with the policies of the University.

#### **Dr. Michael Shih-Yuan and Anna Lee Chen Family Fund in Engineering**

The Shih-Yuan Michael Chen Scholarship Fund was established July 8, 1988, by the Board of Trustees of The Ohio State University with gifts from the Chen family in memory of Dr. Michael Shih-Yuan Chen (PhD 1955). The name was changed to The Michael Shih-Yuan Chen Memorial Scholarship Fund on April 6, 1990. At the request of the Chen family and the College of Engineering, the name and description were revised February 6, 2004, to include Dr. Chen's widow, Anna Lee Chen (Bellevue, Washington), in the title. The description is being revised again on June 3, 2016.

All gifts are to be invested in the University's Permanent Endowment Fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

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The annual income shall be used to help cover construction costs for mechanical engineering facilities and to support lectureships, scholarships, and emerging priorities within the Department of Mechanical Engineering. Dr. and Mrs. Chen will be appropriately recognized with each use of the income.

The Michael Shih-Yuan Chen, Ph.D. Lecture series will address topics that reflect Dr. Chen's accomplished career in business and in engineering. The chairperson of the Department of Mechanical Engineering will be responsible for managing the lecture series.

The Michael Shih-Yuan Chen, Ph.D. Scholarships will be used to support one or more mechanical engineering undergraduate scholarships for students who are from the Southeast University (formerly called the Nanjing Institute of Technology), Nanjing, China. If there are no applicants from the Southeast University, then the scholarships shall be awarded to engineering students from mainland China or, if none apply, to Chinese-American students enrolled in the College of Engineering. Scholarship recipients will be chosen by the chairperson of the Department of Mechanical Engineering, in consultation with Student Financial Aid.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use, shall be designated by the Board of Trustees, in consultation with the appropriate college dean, department chairperson, or program administrative officer in order to carry out the desire of the donors.

#### **The Fawnye M. Kuohn Scholarship Fund**

The Fawnye M. Kuohn Scholarship Fund was established November 6, 1992, by the Board of Trustees of The Ohio State University with a gift to The Ohio State University Development Fund from the estate of Richard A. Kuohn (BSAgr '41) of Toledo, Ohio, in memory of his mother, Fawnye M. Kuohn. The College of Food, Agricultural, and Environmental Sciences transferred an unrestricted gift from Fawnye's estate given in Richard's name. The description is being revised June 3, 2016.

All gifts are to be invested in the University's Permanent Endowment Fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to provide one or more scholarships to students enrolled in the College of Food, Agricultural, and Environmental Sciences. Awards shall be made to students in the Department of Animal Science and the Department of Agricultural Economics who have demonstrated academic ability and a need for financial assistance. Selection of the award recipients shall be made by the dean of the College of Food, Agricultural, and Environmental Sciences and the chairperson in the Department of Animal Science and the Department of Agricultural Economics, in consultation with Student Financial Aid.

It is the desire of the donor that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use, shall be designated by the Board of Trustees, in consultation with the appropriate college dean, department chairperson, or program administrative officer in order to carry out the desire of the donor.

#### **The Urban Meyer III and Shelley Meyer Chair for Cancer Research**

It is proposed that The Urban Meyer III and Shelley Meyer Chair for Cancer Research be established June 3, 2016, 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 fund transfer as directed by the chief executive officer of The Arthur G. James Cancer Hospital and the Richard J. Solove Research Institute (The

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James) in honor of Urban F. Meyer III and Shelley M. Meyer for their advocacy to advance the cancer research program at The James.

The annual distribution from this fund shall support a chair position at The James for a nationally eminent faculty member to advance cancer research through innovative ideas, novel therapies, state-of-the-art technology, basic and translational research and other initiatives to more quickly improve patient treatments and outcomes. The chair holder shall be appointed by the Board of Trustees of The Ohio State University as recommended and approved by the dean of the College of Medicine, the chief executive officer of The James and the director of the Comprehensive Cancer Center (CCC). The activities of the chair holder shall be reviewed no less than every four years by the college's dean to determine compliance with the intent of The James 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 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 of The James.

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 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 chief executive officer of The James, the director of the CCC and the dean of the College of Medicine. 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.

#### **Charles A. Bush M.D. Professorship in Cardiovascular Medicine**

The Charles A. Bush M.D. Chair Fund in Cardiovascular Medicine was established April 10, 2015, 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 made by friends, grateful patients, medical alumni (including past residents and fellows), faculty and other colleagues; given in honor of the career and leadership of Dr. Charles A. Bush of Powell, Ohio. The funding level for an endowed professorship has been reached and the professorship is being established June 3, 2016.

Dr. Bush is a Professor Emeritus of the Department of Internal Medicine and in Cardiovascular Disease. He joined the faculty in 1972 as assistant professor after completing medical residency training and a post-graduate fellowship at The Ohio State University. His leadership was instrumental in the development of the Richard M. Ross Heart Hospital, one of the nation's first fully integrated academic hospitals dedicated to comprehensive cardiovascular patient care. Dr. Bush served as its director since its opening in 2004 through 2012. At what is now the Wexner Medical Center, he also held positions of chief-of-staff from 1991-1993 and directed the cardiac catheterization labs for 26 years. He was honored as Professor of the Year and awarded the Charles F. Wooley MD Transmission of Excellence Teaching Award.

The annual distribution from this fund shall be used for a professorship in the Division of Cardiovascular Medicine in the Department of Internal Medicine supporting a nationally or internationally recognized physician faculty member in the field of Cardiology. The

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professorship holder shall be appointed by the University's Board of Trustees as recommended and approved by the dean of the College of Medicine, in consultation with the department chairperson, division director 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 donors as well as the academic and research standards of the University.

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 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 dean, department chairperson, division director and senior vice president for health sciences. 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.

#### **Veeam Software Endowed Scholarship in Data Analytics**

It is proposed that the Veeam Software Endowed Scholarship in Data Analytics be established June 3, 2016, 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 Veeam Software Corporation.

The annual distribution from this fund shall be used to provide scholarships. First-time recipients will be undergraduate students enrolled in the Data Analytics undergraduate program. Scholarship recipients shall be selected by the executive dean of the College of Arts and Sciences or his/her designee, in consultation with the leadership of the Data Analytics undergraduate program and Student Financial Aid.

The scholarships are portable if the recipients change campuses; transferable if they change major; and renewable for up to eight semesters, even if the semesters are non-consecutive, as long as the student remains in good standing with the University.

This fund is included in the Ohio Scholarship Challenge. The University will match annual distribution payouts in perpetuity. The transfer of matching funds will occur once annually, usually in July. Under the Challenge, unused annual distribution cannot be reinvested in the fund's principal.

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.

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,

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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 executive dean of the College of Arts and Sciences or his/her designee. 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.

#### **Andrei Baronov and Ratmir Timashev Symposium Endowed Fund in Chemical Physics**

It is proposed that the Andrei Baronov and Ratmir Timashev Symposium Endowed Fund in Chemical Physics be established June 3, 2016, 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 Veeam Software Corporation.

The annual distribution from this fund shall be used to provide operational and programming support for the *Frontiers in Chemical Physics Symposium* lecture series. Expenditures from this fund shall be approved by the executive dean of the College of Arts and Sciences, in consultation with the director of the Chemical Physics Program.

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 executive dean.

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 college's executive dean. 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.

#### **Steven A. Goldfarb/Hahn Loeser Endowed Scholarship Fund**

It is proposed that the Steven A. Goldfarb/Hahn Loeser Endowed Scholarship Fund be established June 3, 2016, 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 Steven A. Goldfarb and Hahn Loeser & Parks LLP.

The annual distribution from this fund shall be used to provide scholarship support to a student from Cuyahoga County Ohio who is enrolled in the Michael E. Moritz College of Law and demonstrates financial need. Recipients must be in the top forty percent (40%) academically of all admitted students. Scholarship recipient shall be selected by the college's scholarship committee, in consultation with Student Financial Aid.

The scholarships are portable if the recipients change campuses; transferable if they change major; and renewable for up to eight semesters, even if the semesters are non-consecutive, as long as the student remains in good standing with the University.

This fund is included in the Ohio Scholarship Challenge. The University will match annual distribution payouts in perpetuity. The transfer of matching funds will occur once annually,

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usually in July. Under the Challenge, unused annual distribution cannot be reinvested in the fund's principal.

The 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.

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 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 dean of the Michael E. Moritz College of Law or his/her designee. 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 Wayne and Waneita Dipner Family Endowed Fund**

It is proposed that The Wayne and Waneita Dipner Family Endowed Fund be established June 3, 2016, 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 Waneita M. Dipner.

The annual distribution from this fund shall be used to provide need-based scholarships specific to the architecture section to one or more students enrolled in the Austin E. Knowlton School of Architecture (the School). Scholarship recipients shall be selected by the School's scholarship 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 director of the Austin E. Knowlton School of Architecture or his/her designee.

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 director of the Austin E. Knowlton School of Architecture or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the

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Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

### **Dr. Martha S. Pitzer Nursing Endowed Scholarship Fund**

It is proposed that the Dr. Martha S. Pitzer Nursing Endowed Scholarship Fund be established June 3, 2016, 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 Pitzer Family Foundation.

The annual distribution from this fund shall be used to provide scholarships. First-time recipients must be enrolled in the College of Nursing with preference given to an undergraduate student who demonstrates financial need and/or academic merit. Scholarship recipients shall be selected by the college's dean or his/her designee, in consultation with Student Financial Aid.

The scholarships are portable if the recipients change campuses; transferable if they change major; and renewable for up to eight semesters, even if the semesters are non-consecutive, as long as the student remains in good standing with the University.

This fund is included in the Ohio Scholarship Challenge. The University will match annual distribution payouts in perpetuity. The transfer of matching funds will occur once annually, usually in July. Under the Challenge, unused annual distribution cannot be reinvested in the fund's principal.

The 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.

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 Nursing or his/her designee. 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.

### **Jane A. Heffernan Nursing Endowed Scholarship Fund**

It is proposed that the Jane A. Heffernan Nursing Endowed Scholarship Fund be established June 3, 2016, 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 Jane A. Heffernan (BA 1970, MS 1976).

The annual distribution from this fund shall be used provide scholarships. The donor requests that the University use the endowed fund's annual distribution to provide scholarships. First-time recipients shall be enrolled in the College of Nursing, majoring in Nursing, and have a minimum 2.5 grade point average. Preference shall be given to candidates who demonstrate exceptional clinical skills or who are the first person in their family to go to college. Recipients will be selected by the college's scholarship committee, in consultation with Student Financial Aid.

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The scholarships are portable if the recipients change campuses, transferable if they change major, and renewable for up to eight semesters, even if the semesters are non-consecutive, as long as the student remains in good standing with the University.

The 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 fund is included in the Ohio Scholarship Challenge. Under the terms of the challenge, the University will match annual distribution payouts in perpetuity. The transfer of matching funds will occur once annually, usually in July. Under the Challenge, unused annual distribution cannot 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. 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 Nursing or his/her designee. 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.

#### **John L. Lenz Endowed Scholarship Fund**

It is proposed that the John L. Lenz Endowed Scholarship Fund be established June 3, 2016, 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 grant from the John Lenz Charitable Fund at the Dayton Community Foundation.

The annual distribution from this fund shall be used to provide scholarships. First-time recipients shall be members of The Ohio State University Marching Band who are enrolled in the College of Engineering and are from one of the following Ohio counties: Greene, Miami, Montgomery, Preble. If no candidates are identified, the geographic restriction may be eliminated. Scholarship recipients shall be selected by the director of the School of Music or his/her designee, in consultation with Student Financial Aid.

Scholarships are portable if the recipients change campuses, transferable if they change major, and renewable for up to eight semesters, even if the semesters are non-consecutive, as long as the student remains in good academic standing with the University.

This fund is included in the Ohio Scholarship Challenge. The University will match annual distribution payouts in perpetuity. The transfer of matching funds will occur once annually, usually in July. Under the Challenge, unused annual distribution cannot be reinvested in the fund's principal.

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.

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 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 executive dean of the College of Arts and Sciences or his/her designee. 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 Nancy A. and Warriet Savage III Endowed Scholarship Fund**

It is proposed that be established June 3, 2016, 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 Warriet Savage III (BS 1974, MSW 1980) in memory of his wife, Nancy A. Savage (BS 1969).

The annual distribution from this fund shall be used to provide scholarship support to students enrolled in the College of Social Work who demonstrate academic excellence and great financial need. To qualify, candidates must demonstrate interest in studying women's issues including, but not limited to, women and leadership; human trafficking; domestic violence; poverty; the elderly; and reproductive health. Scholarship recipients shall be selected by the college's scholarship committee, in consultation with Student Financial Aid. It is the donor's desire that the scholarships be awarded with particular attention to, but not limited to, female students.

The scholarships are portable if the recipients change campuses; transferable if they change major; and renewable for up to eight semesters, even if the semesters are non-consecutive, as long as the student remains in good standing with the University.

This fund is included in the Ohio Scholarship Challenge. The University will match annual distribution payouts in perpetuity. The transfer of matching funds will occur once annually, usually in July. Under the Challenge, unused annual distribution cannot be reinvested in the fund's principal.

The 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.

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 Social Work or his/her designee. 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 Black Undergraduate Engineering Council/National Society  
of Black Engineers Minnie M. McGee Endowment Fund**

It is proposed that The Black Undergraduate Engineering Council/National Society of Black Engineers Minnie M. McGee Endowment Fund be established June 3, 2016, 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 Black Undergraduate Engineering Council and National Society of Black Engineers Alumni and friends.

The annual distribution from this fund shall be used for scholarships. Per the donors' request, first-time recipients shall be third or fourth year undergraduates enrolled in the College of Engineering who are involved in the National Society of Black Engineers (NSBE) with at least a 3.0 grade point average (GPA). Second preference shall be given to third or fourth year undergraduates who are involved in NSBE with at least a 2.5 GPA. If no candidates meet such criteria the scholarship shall be available to first and second year students involved in NSBE with at least a 2.5 GPA. Scholarship recipients shall be selected by the director of the Minority Engineering Program, in consultation with the college's scholarship committee, in consultation with Student Financial Aid. It is the donors' desire that the scholarships be awarded with particular attention to, but not limited to, African American students. Furthermore, it is the donors' desire that in addition to academic merit, considerations are given to students with demonstrated financial need, first generation status and those with societal disadvantages.

The scholarships are portable if the recipients change campuses; transferable if they change major; and renewable for up to eight semesters, even if the semesters are non-consecutive, as long as the student remains in good standing with the University.

This fund is eligible to be included in the Ohio Scholarship Challenge. If the fund's principal balance reaches \$100,000 on or before December 31, 2020, the University will match annual distribution payouts in perpetuity. The transfer of matching funds will occur once annually, usually in July. Under the Challenge, unused annual distribution cannot be reinvested in the fund's principal.

If the fund's principal balance does not reach \$100,000 on or before December 31, 2020, the fund will no longer be eligible to be included in the Ohio Scholarship Challenge and the annual distribution will not be matched. From that time forward, the scholarships will not be required to be portable, transferable, and renewable; and unused distribution can be reinvested in the fund's principal.

The 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.

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 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 dean of the College of Engineering or his/her designee. 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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### **Collegiate Recovery Community Endowment Fund**

It is proposed that the Collegiate Recovery Community Endowment Fund be established June 3, 2016 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 Lance Reno (BA 1992), friends, and family.

The annual distribution from this fund shall provide scholarship support for students who are active members of the Collegiate Recovery Community. The coordinator of the Collegiate Recovery Community shall review applications and recommend scholarship recipients. The director of Student Life Student Wellness Center shall select recipients, in consultation with Student Financial Aid. The coordinator of the Collegiate Recovery Community shall keep the donor apprised of the selection process.

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 Student Life Student Wellness Center or his/her designee.

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 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 Student Life Student Wellness Center or his/her designee. 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.

### **Fisher, Kellogg, and Lioi Endowed Scholarship Fund**

It is proposed that the Fisher, Kellogg, and Lioi Endowed Scholarship Fund be established June 3, 2016, 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 Linda Fisher (JD 1982), Amy E. Kellogg (JD 1986) and Hon. Sara Lioi (JD 1987).

The annual distribution from this fund shall be used to provide scholarships. The donors request that first-time recipients be enrolled in the Michael E. Moritz College of Law, demonstrate financial need, and be in the top half of the incoming class in academic credentials. Scholarship recipients shall be selected by the college's dean of admissions, in consultation with Student Financial Aid.

The scholarships are portable if the recipients change campuses, transferable if they change major, and renewable for up to eight semesters, even if the semesters are non-consecutive, as long as the student remains in good standing with the University.

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This fund is eligible to be included in the Ohio Scholarship Challenge. If the fund's principal balance reaches \$100,000 on or before December 31, 2019, the University will match annual distribution payouts in perpetuity. The transfer of matching funds will occur once annually, usually in July. Under the Challenge, unused annual distribution cannot be reinvested in the fund's principal.

If the fund's principal balance does not reach \$100,000 on or before December 31, 2019, the fund will no longer be eligible to be included in the Ohio Scholarship Challenge; the annual distribution will not be matched; the scholarships will not be required to be portable, transferable, or renewable; and unused distribution can be reinvested in the fund's principal.

The 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.

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 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 dean of the Michael E. Moritz College of Law or his/her designee. 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 Max and Excy Ramos Civil and Environmental Engineering Endowed Scholarship Fund**

It is proposed that The Max and Excy Ramos Civil and Environmental Engineering Endowed Scholarship Fund be established June 3, 2016, 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 Maximo Ramon Castillo Ramos III (BS 1988) and Apple Inc.

The annual distribution from this fund shall be used to provide scholarships. The Donor requests that the University award no more than three scholarships annually. First-time recipients must be ranked as juniors or seniors, have a cumulative grade point average of 3.3 or higher, be enrolled in the College of Engineering, and be studying Civil Engineering or Environmental Engineering with preference given to candidates who demonstrate financial need. It is the donors' desire that the scholarships be awarded with particular attention to, but not limited to, female students.

Scholarship recipients shall be selected by the Department of Civil, Environmental and Geodetic Engineering scholarship committee and the college's dean of undergraduate education, in consultation with Student Financial Aid.

The scholarships are portable if the recipients change campuses, transferable if they change major, and renewable for up to eight semesters, even if the semesters are non-consecutive, as long as the student remains in good standing with the University.

This fund is eligible to be included in the Ohio Scholarship Challenge. If the fund's principal balance reaches \$100,000 on or before July 31, 2019, the University will match annual distribution payouts in perpetuity. The transfer of matching funds will occur once annually,

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usually in July. Under the Challenge, unused annual distribution cannot be reinvested in the fund's principal.

If the fund's principal balance does not reach \$100,000 on or before July 31, 2019, the fund will no longer be eligible to be included in the Ohio Scholarship Challenge; the annual distribution will not be matched; the scholarships will not be required to be portable, transferable, or renewable; and unused distribution can be reinvested in the fund's principal.

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.

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 Engineering. 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 Lawrence W. Walquist Endowed Scholarship Fund**

It is proposed that The Lawrence W. Walquist Endowed Scholarship Fund be established June 3, 2016, 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 Knowlton School of Architecture Landscape Architecture Alumni and friends.

The annual distribution from this fund shall be used to provide one or more scholarships to undergraduate students enrolled in the Austin E. Knowlton School of Architecture who are bachelor's degree candidates in the Landscape Architecture program. Eligible scholarship candidates shall be in their junior or senior year, have demonstrated financial need, and strong academic and design credentials. Criteria for selection shall include that recipients show leadership as advocates of Landscape Architecture and great potential to serve as an inspiration to others in the field. Scholarship recipients shall be selected by the OSU Landscape Architecture faculty, in consultation with Student Financial Aid.

In the event that the Landscape Architecture program is transferred to another school or college within the University, the scholarships shall be awarded to students in the Landscape Architecture program in the new school or college in which the Landscape Architecture program is housed. In the event that the Landscape Architecture program ceases to exist at the University scholarships shall be awarded to students in the City and Regional Planning program.

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.

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In any given year that the endowment distribution is not fully used for its intended purpose, the unused distribution from this endowed fund shall 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 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 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 Austin E. Knowlton School of Architecture and the section head of Landscape 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.

#### **Welcome and Education Center at the Secrest Arboretum Endowment**

It is proposed that the Welcome and Education Center at the Secrest Arboretum Endowment be established June 3, 2016, 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 of Secrest Arboretum.

The annual distribution from this fund shall be used to support the operation, management, programming, and any special activities associated with the Welcome and Education Center at the Secrest Arboretum. Expenditures from this fund shall be approved by the dean of the College of Food, Agricultural, and Environmental Sciences or his/her designee.

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 Food, Agricultural, and Environmental Sciences or his/her designee.

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 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 dean of the College of Food, Agricultural, and Environmental Sciences or his/her designee. 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 Newark Advisory Board Endowed Scholarship Fund**

It is proposed that The Newark Advisory Board Endowed Scholarship Fund be established June 3, 2016, by the Board of Trustees of The Ohio State University, in accordance with

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the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from current and former Ohio State Newark Advisory Board Members.

The annual distribution from this fund shall provide scholarships to students attending 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 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 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 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.

### **Marjorie Stuber Flanagan Endowed Resource Fund**

It is proposed that the Marjorie Stuber Flanagan Endowed Resource Fund be established June 3, 2016, 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 Marjorie Stuber Flanagan (BS 1967).

The annual distribution from this fund shall be used for the operational, educational and clinical needs of the Division of Medical Laboratory Science in the School of Health and Rehabilitation Sciences in the College of Medicine. Funds shall provide support for, but not limited to, the acquisition of laboratory equipment, supplies, materials and technology; student scholarships (tuition and financial aid); and faculty development (teaching and research). Allocation of funds and selection of scholarship recipients will be made at the recommendation of the division's director, in consultation with the school's director and, if applicable, 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 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 Division of Medical Laboratory Science, in consultation with the director of the School of Health and Rehabilitation Sciences.

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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, (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 director of the Division of Medical Laboratory Science, in consultation with the director of the School of Health and Rehabilitation Sciences, in consultation with the dean of the College of Medicine. 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.

#### **Robert and Martina Poe Small Cell Carcinoma Fund**

It is proposed that the Robert and Martina Poe Small Cell Carcinoma Fund be established June 3, 2016, 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 Robert E. Poe (BS 1983) of Lebanon, Ohio and others.

The annual distribution from this fund shall be used for medical research at the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute (The James) on small cell carcinoma focused on early detection, prevention and cure conducted by, or under the leadership of, the director of the Thoracic Oncology Center. Expenditures shall be allocated and approved by the director, in consultation with the chief executive officer of The James.

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, in consultation with the chief executive officer of The James or his/her designee.

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 director of the Thoracic Oncology Center and the chief executive officer of The James. 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 Smith Family Endowment Fund**

It is proposed that The Smith Family Endowment Fund be established June 3, 2016, 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 Rita J. Smith, RN; Francis C. Smith (BS 1963); and George E. Smith (BS 1964).

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The Smith Family Endowment Fund was created to honor and celebrate the lives and careers of three generations of civil engineers, most of whom were graduates from The Ohio State University, Department of Civil, Environmental and Geodetic Engineering. Through their successful careers, they have each contributed significantly to their communities and to the civil engineering and construction industries.

The annual distribution from this fund shall be used to provide a scholarship to an undergraduate student enrolled in the College of Engineering majoring in Civil, Environmental and Geodetic Engineering. Candidates must demonstrate leadership skills in the classroom and/or extracurricular activities. Preference shall be given to students with financial need. Scholarship recipients shall be selected by the college's scholarship 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 distribution from this endowed fund shall 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 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 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 dean of the College of Engineering or his/her designee. 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.

**Clarence and Mina Marburger Farbizo Family  
Scholarship Fund in Physical Therapy**

It is proposed that the Clarence and Mina Marburger Farbizo Family Scholarship Fund in Physical Therapy be established June 3, 2016, 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 Neva Farbizo Greenwald (BS 1959, BS 1960) of Flowood, Mississippi.

The annual distribution from this fund shall be used to provide scholarships. First-time recipients shall be enrolled in the Physical Therapy (PT) program in the School of Health and Rehabilitation Sciences (HRS), pursuing a doctorate degree in this field. Selection of recipient(s) shall be based on academic merit or financial need with preference given to students from Tuscarawas County, Ohio or New Philadelphia, Ohio. Should no candidate(s) meet this criteria, preference shall be given to candidate(s) from the State of Ohio. Recipient(s) shall be selected and approved by the director of HRS, in consultation with the program director of PT, Student Financial Aid and, if applicable, with HRS scholarship committee.

The scholarships are portable if the recipients change campuses, transferable if they change majors, and renewable for up to eight semesters, even if the semesters are non-consecutive, as long as the recipient remains in good standing with the University.

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This fund is eligible to be included in the Ohio Scholarship Challenge. If the fund's principal balance reaches \$100,000 on or before June 30, 2020, the University will match annual distribution payouts in perpetuity. The transfer of matching funds will occur once annually, usually in July. Under the Challenge, unused annual distribution cannot be reinvested in the fund's principal.

If the fund's principal balance does not reach \$100,000 on or before December 31, 2020, the fund will no longer be eligible to be included in the Ohio Scholarship Challenge; the annual distribution will not be matched; the scholarships will not be required to be portable, transferable, or renewable; and unused distribution can be reinvested in the fund's principal.

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 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 HRS, in consultation with the program director of PT.

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 director of HRS and the dean of the College of Medicine. 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 Kyle M. Garrison Memorial Scholarship Fund**

It is proposed that The Kyle M. Garrison Memorial Scholarship Fund be established June 3, 2016, 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 family and friends of Kyle M. Garrison.

The annual distribution from this fund shall be used to provide scholarship support for incoming or current undergraduate students in the College of Food, Agricultural, and Environmental Sciences. First preference is for students studying Construction Systems Management (CSM) at the ATI campus, second preference is for CSM students who have transferred from ATI to the Columbus Campus pursuing a four-year degree. Students must demonstrate industry related involvement outside the classroom such as internships, professional groups, or employment. Recipients shall be selected by college's scholarship 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.

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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 dean of the College of Food, Agricultural, and Environmental Sciences.

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 dean of the College of Food, Agricultural, and Environmental Sciences or his/her designee. 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.

**William P. Gianakopoulos M.D. and Patricia Connor Gianakopoulos M.D.  
Scholarship Fund in Medicine**

It is proposed that the William P. Gianakopoulos M.D. and Patricia Connor Gianakopoulos M.D. Scholarship Fund in Medicine be established June 3, 2016, 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 William P. Gianakopoulos M.D. (completed residency training at University Hospitals) and Patricia C. Gianakopoulos M.D. (BS 1979; MD 1987) of Columbus, Ohio.

The annual distribution from this fund shall be used for scholarship(s) to medical students in the College of Medicine and shall be awarded based on academic merit or financial need to students who demonstrate an interest in primary care medicine. Recipients shall be approved by the college's dean, in consultation with the college's scholarship committee and 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 Medicine or his/her designee.

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 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 dean of the

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College of Medicine. 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 Marjorie and Samuel Harris Scholarship Fund**

It is proposed that The Marjorie and Samuel Harris Scholarship Fund be established June 3, 2016, 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 Samuel W. Harris (PhD 1956).

The annual distribution from this fund shall be used to provide a need-based scholarship to a third-year student enrolled in the College of Arts and Sciences who maintains a 3.0 grade point average. Preference shall be given to Ohio residents who attended an Ohio high school.

Scholarship recipients shall be selected by the executive dean of the College of Arts and Sciences or his/her designee, in consultation with Student Financial Aid. It is the donor's desire that the scholarships be awarded with particular attention to, but not limited to, students who incur expenses due to a physical disability.

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 executive dean of the College of Arts and Sciences or his/her designee.

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 executive dean of the College of Arts and Sciences or his/her designee. 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.

### **Irene Levine and Lee Hess Prize for Cancer Research Excellence Fund**

It is proposed that the Irene Levine and Lee Hess Prize for Cancer Research Excellence Fund be established June 3, 2016, 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 Irene J. Levine and Lee H. Hess of Columbus, Ohio in honor of their son, Michael L. Hess.

The annual distribution from this fund shall be used by the OSU Comprehensive Cancer Center (OSUCCC) to support an award to an eligible participant to recognize the top submission at the OSUCCC-The James' Annual Scientific Meeting (ASM) or its successor program. The award, to be known as the *Michael L. Hess Prize for Cancer Research*

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*Excellence*, shall provide support for the recipient to attend a conference of their choice (within ASM program guidelines) based on their research interests, covering travel, lodging, registration and per diem costs.

The awardee shall be selected by an award committee and chosen from the top three submissions, represented by one each from the top three ASM research categories (presently being basic, translational and population science). Each participant shall be given separate scores for their visual presentation and for their research abstract. Final selection shall be based on the top score for the visual presentation (although the highest abstract score will be considered should there be a tied score). The amount allocated each year may vary depending upon the conference chosen by the recipient after his/her award announcement. Expenditures and the structure of the award committee shall be approved by the chief executive officer and director of OSUCCC-The James, or the OSUCCC deputy director, in consultation with the ASM program director.

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

Upon confirmation by the ASM program director that all costs associated with the award have been satisfied, the unused portion of the endowment distribution shall 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 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 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 chief executive officer and director of OSUCCC-The James or the OSUCCC deputy director and the ASM program director. 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.

#### **Harold D. Keller Endowed Scholarship Fund**

It is proposed that the Harold D. Keller Endowed Scholarship Fund be established June 3, 2016, 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 Ohio Capital Corporation for Housing.

The annual distribution from this fund shall be used to provide support to graduate students enrolled in the Austin E. Knowlton School of Architecture who are studying housing and community development in the school's City and Regional Planning section.

Scholarship recipients shall be selected by the school's scholarship committee, in consultation with Student Financial Aid. It is the donor's desire that the scholarships be awarded with particular attention to, but not limited to, minority students

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.

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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 Austin E. Knowlton School of Architecture.

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 director of the Austin E. 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.

#### **Samuel J. Kiehl III MD Resident Program Enhancement Endowment Fund**

It is proposed that the Samuel J. Kiehl III MD Resident Program Enhancement Endowment Fund be established June 3, 2016, 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. Samuel J. Kiehl III (BA 1967; MD 1971) and Terry L. Kiehl of Grove City, Ohio; and from OSU Emergency Medicine LLC of Columbus, Ohio.

Dr. Kiehl was born in Columbus, Ohio and has served as a faculty member of the Department of Emergency Medicine; first as a clinical assistant professor in 1980 and then full time in 2002. He became the director of the Emergency Medicine Department at Riverside Methodist Hospital in 1980. Shortly thereafter, he jointly developed Ohio State's residency training program in the specialty with Dr. Douglas Rund (division director and later department chairperson, 1978-2011) of Emergency Medicine at The Ohio State University.

The annual distribution from this fund shall be used by the Department of Emergency Medicine to provide program enhancements for resident growth and development, but may not be used as a substitute, or additional funding for, the University-provided salary or benefits of the appointee; nor be used for operational costs to run the residency program. Funds shall be directed towards improvements in curriculum, program duration and educational opportunities; critical clinical skills and research training; life and work integration; and fellowship awards. Expenditures shall be approved by the department chairperson, in consultation with the dean of the College of Medicine and department program director.

The fund shall be revised to the *Samuel J. Kiehl III MD Chair (or Professorship) in Emergency Medicine* should the principal balance reach \$2,000,000 (or \$1,000,000 for a professorship) by December 31, 2020. After December 31, 2020, the fund shall be revised when the endowment principal balance reaches the minimum funding level required at that date for a chair (or professorship position). The appointee shall be a nationally or internationally recognized physician faculty member in the field of Emergency Medicine with achievements and leadership in, and who shall foster innovation and excellence for, the academic education, residency training and mentorship of physicians in the specialty. The annual distribution shall be used for the program enhancements indicated above (with continued exclusion of aforementioned salary, benefits and operational costs). Expenditures shall be recommended by the holder of the chair (or professorship) and approved by the department chairperson, in consultation with program director for residency training and the dean of the College of Medicine.

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The chair (or professorship) holder shall be appointed by the University's Board of Trustees as recommended and approved by the dean of the College of Medicine, in consultation with the department chairperson. The activities of the holder shall be reviewed no less than every four years by the college's dean to determine compliance with the intent of the donors 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 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 department chairperson.

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 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 chairperson of the Department of Emergency Medicine and the dean of the College of Medicine. 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 Nancy A. and Warriet Savage III Endowed Scholarship Fund**

It is proposed that be established June 3, 2016, 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 Warriet Savage III (BS 1974, MSW 1980) in memory of his wife, Nancy A. Savage (BS 1969).

The annual distribution from this fund shall be used to provide scholarship support to students enrolled in the College of Social Work who demonstrate academic excellence and great financial need. To qualify, candidates must demonstrate interest in studying women's issues including, but not limited to, women and leadership; human trafficking; domestic violence; poverty; the elderly; and reproductive health. Scholarship recipients shall be selected by the college's scholarship committee, in consultation with Student Financial Aid. It is the donor's desire that the scholarships be awarded with particular attention to, but not limited to, female students.

The 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.

Scholarships are portable if the recipients change campuses; transferable if they change major; and renewable for up to eight semesters, even if the semesters are non-consecutive, as long as the student remains in good standing with the University.

This fund is included in the Ohio Scholarship Challenge. If the fund's principal balance reaches \$100,000 on or before December 31, 2019, the University will match annual distribution payouts in perpetuity. The transfer of matching funds will occur once annually, usually in July. Match distributions are not eligible to be reinvested in the fund's principal.

If the fund's principal balance does not reach \$100,000 on or before December 31, 2019, the fund will no longer be included in the Ohio Scholarship Challenge and the annual

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distribution will not be matched. From that time forward, the scholarships may not be portable, transferable, and renewable.

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.

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 Social Work or his/her designee. 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 Marilyn F. and Calvin L. Simpson Endowed Nursing Scholarship Fund**

It is proposed that The Marilyn F. and Calvin L. Simpson Endowed Nursing Scholarship Fund be established June 3, 2016, 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 Calvin L. Simpson (BS 1950).

The annual distribution from this fund provides merit scholarships to undergraduate students enrolled in the College of Nursing who are from the State of Ohio and demonstrate financial need. Recipients will be selected by the college's dean or his/her designee, 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 Nursing or his/her designee.

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 Nursing or his/her designee. 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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### **Nu Chapter Delta Sigma Pi Corporation Dean's Innovation Fund**

It is proposed that the Nu Chapter Delta Sigma Pi Corporation Dean's Innovation Fund be established June 3, 2016, 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 Nu Chapter Delta Sigma Pi Corporation.

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. The fund may be used for salaries, stipends, supplies, activities related to quality research, equipment, personnel, space, fees for education conferences and training, travel costs, publication, outreach as well as other needs that may arise.

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 or his/her designee.

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 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.

### **Health Sciences Support Fund**

It is proposed that the Health Sciences Support Fund be established on June 3, 2016, 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 given to support the mission of the Office of Health Sciences, with initial gifts made in honor of the leadership of Manual Tzagournis, M.D.

The annual distribution from this fund shall support programs in the Office of Health Sciences as allocated and approved by the executive vice president of 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 executive vice president.

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(s) 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(s) named above, or (2) if

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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 executive vice president of health sciences. 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 Robert Bahnson M.D. Professorship in Urology**

The Robert C. Walter Memorial Endowment Fund was established October 29, 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 made by the Walter Family Foundation in memory of Robert C. Walter (in recognition of his triumphant handling of adversity, including the loss of vision) and made possible by his son and daughter-in-law, Robert D. and Margaret M. Walter; and given in honor of Dr. Robert Bahnson (in recognition of his exemplary patient care and outreach, communication, and leadership in the Department of Urology). Support for the endowment was also provided by OSU Urology LLC and by the Department of Urology. The description was revised on August 31, 2012. The required funding level for a professorship was reached, the fund name was revised, and the position was established April 8, 2016. The fund name and description are being further revised June 3, 2016.

The annual distribution from this fund shall be used to support a professorship in the Department of Urology. The appointment shall be made by the Board of Trustees of The Ohio State University as recommended by the executive vice president of health sciences and by the dean of the College of Medicine, in consultation with the chairperson of the Department of Urology. The activities of the professorship shall be reviewed no less than every four years by the dean to determine compliance with the intent of the donors, as well as the academic and research standards of the University.

The endowment shall be revised to a chair should the endowment principal level reach the then current minimum funding level to be revised to a chair. The annual distribution shall be used to support a chair in the Department of Urology. The appointment shall be made by the Board of Trustees of The Ohio State University as recommended by the executive vice president of health sciences and by the dean of the College of Medicine, in consultation with the chairperson of the Department of Urology. The activities of the chair shall be reviewed no less than every four years by the dean to determine compliance with the intent of the donors, 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 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 chairperson of the Department of Urology.

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 both representatives of the donors and as recommended by the chairperson of the Department of Urology, in consultation with the dean of the College of Medicine and the executive vice president of health sciences.

### **The Roberta Elliott Wantman Endowment Fund**

The Roberta Elliott Wantman Endowment Fund in the Department of Greek and Latin in the College of Humanities was established June 29, 2001, 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 Esther B. Elliott in honor of her daughter, Roberta Elliott Wantman (BA cum laude and with Distinction in Latin and Ancient History 1971; MA 1973). The name and description were revised May 7, 2004, to The Roberta Elliott Wantman Endowment Fund. The name and description were revised again on February 2, 2007, to The Roberta Elliott Wantman Endowment Fund in the School of Earth Sciences. Per the request of Roberta Elliott Wantman, it is proposed that the name and description be revised again on June 3, 2016, to The Roberta Elliott Wantman Endowment Fund.

Every other year, the fund's annual distribution shall support the Department of Classics. The department's portion shall be used for graduate or undergraduate student travel in the Mediterranean world, particularly, but not exclusively, in countries such as Greece, Italy, Israel, Egypt, and Turkey. Preference will be given to students conducting interdisciplinary research in Classics, Near Eastern Studies, and in other fields that study ancient Mediterranean cultures, for example students in the CANE program. Expenditures shall be approved by the department's chair, or his/her designee.

In alternating years, the annual distribution from this fund shall support the Ice Core Paleoclimate Research Group in the School of Earth Sciences, directed by Lonnie Thompson and Ellen Mosley-Thompson. The group's portion shall be used for students travelling for scientific research purposes. Expenditures shall be approved by the school's director, in consultation with Lonnie Thompson and Ellen Mosley-Thompson or their successors.

Upon the realization of an estate gift from Roberta Elliott Wantman, the annual distribution shall equally support the School of Earth Sciences and the Department of Classics for the purposes described above or for successor programs or initiatives. Expenditures shall be approved by the chair of the Department of Classics and director of the School of Earth Sciences, respectively, in consultation with the College of Arts and Sciences.

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 executive dean of the College of Arts and Sciences or his/her designee. 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 Robert H. Rainier Endowed Chair in Industrial Veterinary Medicine and Research**

The Robert H. Rainier Endowed Chair Fund in Industrial Veterinary Medicine and Research was established May 4, 2001, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Robert H. Rainier (BSAgr1959, DVM 1963) and Nellie S. Rainier. The name is being revised June 3, 2016.

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All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual income will be used to provide a chair to be held by a nationally eminent faculty member at the College of Veterinary Medicine who has distinguished himself/herself in the performance of research, who maintains an active productive research program, and who is an effective educator-teacher. Selection shall be made as recommended by the dean of the College of Veterinary Medicine with the associate dean for research, as well as a representative from each department, as appointed by the department chair. The activities of the endowed chair holder shall be reviewed no less than every five years by the dean to determine compliance with the intent of the donors as well as the academic and research standards of the University.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use, shall be designated by the Foundation Board as recommended by the person or unit with spending authority and/or appropriate University official in order to carry out the desire of the donors.

### **The Ohio State University Alumni Club of Denver Fund**

The Ohio State Rocky Mountain Alumni Club Fund was established January 29, 2016, 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 Ohio State University Alumni Club of Denver (formerly The Ohio State Alumni Club Rocky Mountain Chapter). The name is being changed June 3, 2016.

The annual distribution from this fund shall be used to provide one or more scholarships to entering Ohio State freshmen who were in the top 25% of their high school class or current Ohio State undergraduate students, in good standing, that are from the states of Colorado or Wyoming. Candidates may/will be interviewed, ranked and recommended to Student Financial Aid by The Ohio State Alumni Club Rocky Mountain Chapter. Scholarship students shall be selected by the director 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 Student Financial Aid or his/her designee.

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 director of Student Financial Aid or his/her designee. 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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### **Delma L. Roush Scholarship Fund**

The Delma L. Roush Scholarship Fund was established January 30, 2015, 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 Delma L. Roush. The description is being revised on June 3, 2016.

The annual distribution from this fund shall be used to award scholarships to incoming or current undergraduate or graduate students enrolled in the College of Food, Agricultural, and Environmental Sciences, including the Agricultural Technical Institute, who attended high school in Gallia, Meigs, or Jackson counties in Ohio and graduated in the top third of their classes. Scholarship recipients shall be selected by the college's dean, or his designee, in consultation with Student Financial Aid. The scholarship can be renewed if the recipient maintains a minimum 3.0 grade point average.

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 Food, Agricultural, and Environmental Sciences.

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 College of Food, Agricultural, and Environmental Sciences. 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.

### **Susan Giokaris Patzakis Endowed Nursing Scholarship Fund**

The Susan Giokaris Patzakis Endowed Nursing Scholarship Fund was established August 28, 2015, 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 Michael J. Patzakis, MD (BA 1959, MD 1963) and Susan G. Patzakis (BS 1963). The description is being revised June 3, 2016.

The annual distribution from this fund shall be used to provide scholarships. It is the donor's desire that first-time recipients shall be sophomore students enrolled in the College of Nursing who demonstrate financial need. First preference shall be given to a student(s) who graduated from a high school located in Lima, Ohio or any high school in the state of California. If there are no candidates from these locations, the scholarship may be awarded to candidates from any state. Scholarship recipient(s) shall be selected by the college's dean, in consultation with the college's scholarship committee and Student Financial Aid.

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The scholarships are portable if the recipients change campuses; transferable if they change major; and renewable for up to eight semesters, even if the semesters are non-consecutive, as long as the student remains in good standing with the University.

This fund is included in the Ohio Scholarship Challenge. The University will match annual distribution payouts in perpetuity. The transfer of matching funds will occur once annually, usually in July. Under the Challenge, unused annual distribution cannot be reinvested in the fund's principal.

The 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.

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 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 dean of the College of Nursing or his/her designee. 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 Ohio Pest Management Association Scholarship Fund**

The Ohio Pest Control Association Scholarship Fund was established February 4, 1993, 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 members of the Ohio Pest Management Association (OPMA) in honor of past presidents, officers, and members, living and deceased. The fund description was revised and the name changed on September 17, 2010. The description is being revised again on June 3, 2016.

The annual distribution from this fund shall be used to provide one or more merit scholarships or fellowships to Ohio State students attending any campus who are members of the Ohio Pest Management Association, or spouses or children of members. First preference shall be given to students majoring in urban entomology or biology. If there are no eligible candidates, the scholarship may be awarded to a student(s) in any major. The College of Food, Agricultural, and Environmental Sciences will administer this scholarship fund, in consultation with Student Financial and the Ohio Pest Management Association.

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 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 donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the

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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 OPMA, and the dean of the College of Food, Agricultural, and Environmental Sciences or his/her designee.

APPENDIX LXIX

**BACKGROUND**

**TOPIC:** Fiscal year 2017 budget plan approval

**CONTEXT:** The approval of the fiscal year 2017 budget plan for the fiscal year ending June 30, 2017, is the final step in establishing the budget for the University. The budget as presented includes the tuition and student fee levels approved at the April Board of Trustees meeting and the student fees on the agenda for the June 2017 board meeting.

**SUMMARY:** Included are the following:

- Resolution for approval of the fiscal year 2017 budget plan
- Fiscal year 2017 total funds budget book

**REQUESTED OF THE FINANCE COMMITTEE:** Approval of the fiscal year 2017 budget plan.

## Fiscal Year 2017 Operating Budget



**The Ohio State University**  
Office of Business and Finance  
Financial Planning and Analysis

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## Executive Summary

The Ohio State University continues to move forward to achieve its vision to be the world's preeminent public comprehensive university, solving problems of worldwide significance and, to fulfill our mission to advance the well-being of the people of Ohio and the global community through the creation and dissemination of knowledge.

President Drake laid out a renewed commitment to access, affordability and excellence in his 2020 Vision, which reflects the ideals that have defined the role of public, land-grant institutions since their inception. Student debt is a significant issue, and the university is committed to addressing it.

All strategic decisions are made within the framework of these priorities to focus resources on the key drivers of access, affordability and excellence. Consistent with the 2020 Vision to generate \$400 million for these priorities over five years, the university is focused on efficiencies to make better use of current resources and innovative funding strategies to produce new revenue streams.

With fiscal 2016 closing, the university remains financially strong. Tuition revenue is stable as student applications and enrollment continue to grow. However, there are a number of challenges that we must manage. We anticipate continued pressure on government expenditures for research and student financial aid.

The university is focused on innovative funding strategies in light of our focus on student affordability and our expectation that traditional government revenue sources will not grow significantly. Both revenue enhancement and expense streamlining are needed to ensure that resources are in place to fund both current needs and our strategic initiatives. The 2020 Vision goal of generating \$400 million over five years includes \$200 million of administrative efficiencies and \$200 million in new revenue from sources other than tuition or taxpayers.

The lease of our parking operations provides an example of the university's commitment to redirecting resources to core priorities. Through that partnership, the university received a \$483 million payment that was placed in our long-term investment pool for key priorities. From the investment yield, \$22.5 million was distributed to campus priorities in fiscal 2016, bringing the total since inception to \$105.9 million. An additional \$23 million is expected to be distributed in fiscal 2017. The money is being used to fund student scholarships, faculty initiatives and research, investments in the Arts District and transportation and sustainability.

The financial performance of the Health System continues to be strong in fiscal 2016 and the 2017 budget continues to build on that performance while adding much needed capacity to the system. In fiscal 2017, payment transformation will continue to increase downward pressure on revenues as payers continue to link payments to quality, cost and outcomes. As these new models take shape changes to care coordination will drive the need for efficient and effective care models through continued collaboration between the Health System, OSUP and the College of Medicine.

This document presents The Ohio State University's fiscal 2017 Budget for approval. The Budget is presented on a consolidated basis with the university, the Health System and OSU Physicians, Inc. also

### Vision

The Ohio State University will be the world's preeminent public comprehensive university, solving problems of worldwide significance.

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presented as unique operating entities. This document also provides narratives on the overall budgeting process, and the key drivers of strategic decisions, revenue and expenses budgeted for fiscal 2017.

### Foundation of The Ohio State University's Academic Mission

In his 2020 Vision, President Drake has directed the university to focus on three specific areas that underpin Ohio State's academic mission:

1. Our commitment to access, affordability, and excellence as the land-grant university. We will continue to work to reduce student debt. Education transforms lives, but only if we can deliver on our promise of access to an excellent and affordable education.
2. Our commitment to community engagement. We will continue to focus on our motto of *Education for Citizenship*, engaging with our community partners to extend our scholarship and knowledge with the full force and precision of one of the most powerful institutions in the world.
3. Our commitment to assure that Ohio State must be a national model of inclusiveness and diversity. We will continue to lead our colleagues in exemplifying what it means to be an inclusive university in the 21<sup>st</sup> century, a place where diversity is a defining characteristic and a source of strength.

#### Mission

We exist to advance the well-being of the people of Ohio and the global community through the creation and dissemination of knowledge.

### Strategic Context

The fiscal 2017 budget is further built upon the foundation of The Ohio State University strategic plan. The plan outlines four core goals, with a specific focus for investment across three discovery themes: Health and Wellness, Energy and Environment, Food and Production Safety.

### Core Goals

Four institution-wide goals are fundamental to Ohio State's mission and future success and must be reflected in all that we accomplish:

- **Teaching and Learning:** to provide an unsurpassed, student-centered learning experience led by engaged, world-class faculty and enhanced by a globally diverse student body.
- **Research and Innovation:** to create distinctive and internationally recognized contributions to the advancement of fundamental knowledge and scholarship and to solutions of the world's most pressing problems.
- **Outreach and Engagement:** to establish mutually beneficial partnerships with the citizens and institutions of Ohio, the nation, and the world so that our communities are actively engaged in the exciting work of The Ohio State University.

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- **Resource Stewardship:** to become the model for an affordable public university recognized for financial sustainability, unsurpassed management of human and physical resources, and operational efficiency and effectiveness.

### *Discovery Themes at The Ohio State University*

The University's move to eminence will continue to be founded in the University's four discovery themes of **Health and Wellness, Food Production and Security, Energy and Environment and Humanities and Arts**. These themes are based on special, broad, and deep expertise across the university. Through these discovery themes, in fiscal 2017, the university plans to spend another \$34.5 million of its resources and activities on finding durable solutions to issues of global as well as regional importance in fiscal 2017. The discovery themes are essential elements of Ohio State's strategic planning. The initial area of focus for all four of the Discovery Themes is data analytics.

Data analytics is a process of collecting, organizing, integrating and examining vast amounts of information in order to extract insight. With today's increasingly large, complex, and diverse data sets, problem-solving is more data driven than ever. In this environment, the ability to find, analyze, and interact with these data will be the difference-maker in accelerating the pace of change—from disease prognosis to smart materials; from environmental mapping to sustainable energy systems; from bioinformatics to precision agriculture. As part of this focus, the university has established a new interdisciplinary undergraduate major in data analytics. This major was designed by the colleges of Arts and Sciences, Engineering, Medicine and Fisher College of Business. With this new degree offering, Ohio State becomes the first university in the country to offer an undergraduate degree in data analytics.

#### Discovery Themes

**Health and Wellness:** will allow faculty from Ohio State's seven health sciences colleges and the Wexner Medical Center to work with partners across the university in nutrition, social work, health education, and public policy, to cite but a few examples. These experts will focus on such issues as disease prevention, community health, and health systems.

**Energy and Environment:** will create an unprecedented interdisciplinary collaboration of experts spanning the university and touching upon every specialization to fully address issues related to energy and environment. By working with experts beyond the university, Ohio State faculty will lead the way in developing scientific and policy responses to the global need for energy and the associated effects on the environment.

**Food Production and Security:** will draw on Ohio State's unique expertise in food, agricultural, and environmental sciences as well as the arts and sciences, health sciences, business, law, and beyond. Working with partners within and outside the university, these experts will focus on enhancing the quality of food and animal feed and ensuring an adequate, affordable and safe food supply for a global population.

**Humanities and Arts:** will engage students and interdisciplinary groups of faculty in signature scholarship across the humanities and the arts. These experts will initiate a university-wide conversation focused on defining the humanities and the arts, exploring current topics and trends, and addressing today's most important concerns.

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Faculty from every college and all six campuses of the university will be encouraged to actively contribute to these discovery themes. Meanwhile, as these colleagues concentrate their efforts on the issues the discovery themes are meant to address, they and others will continue to advance our understanding of history and philosophy, languages and cultures, and the arts as they pursue excellence in our core goals. Our programs in medicine, agriculture, veterinary sciences, engineering, business and many other fields of study are rich and strong because they are grounded by excellence in the arts, humanities and physical as well as social sciences.

### ***Strategic Finance: Planning for Success***

In recent years, we have launched a number of successful initiatives to increase the resources available to support the core academic mission. Revenue generation initiatives have included the establishment of unique partnerships and collaborations, with organizations such as Nike, Huntington Bank and Nationwide Insurance; innovative financing strategies such as the issuance of \$500 million in century bonds; asset strategies such as the 50-year parking lease; and strengthening the endowment through diversification and value orientation strategies. We are currently evaluating an opportunity to accelerate progress toward our sustainability goals through the Comprehensive Energy Management Project.

Going forward, the university must continue to focus on generating additional revenue from traditional and innovative sources, including further exploration of public/private partnerships, enhanced funding, technology commercialization and endowment growth. We continue to explore these untapped revenue opportunities in addition to the leased parking funding, century bond funding and current affinity contracts. We continue to focus on our financial investment strategies, streamlining activities and procurement strategies to maximize the funding available to advance our goals in Teaching and Learning, Research and Innovation, Outreach and Engagement, and Resource Stewardship.

The university played a leadership role in the Ohio Task Force on Affordability and Efficiency, which in October 2015 produced recommendations for all Ohio public institutions of higher education. The university will continue to work, both as an institution and with other colleges and universities in Ohio, to produce efficiencies and new resources that benefit our students. Among our continuing efforts, we will build on successful initiatives such as the university's strategic procurement program, which has produced savings by leveraging our buying power with a focused group of suppliers; implementing systems to improve operational efficiencies; lean process reengineering; and supporting sustainability by moving to paperless systems.

By investing in the activities as outlined above, the university will meet President Drake's goals of increasing revenue by \$200 million and implementing administrative efficiencies that generate \$200 million in savings over five years.

### **Fiscal 2017 University Budget: Key Themes**

The major themes for the budget this year are affordability, access and quality as well as safety and security issues for students and systems. The Ohio State University has frozen in-state undergraduate tuition and mandatory fees since 2012-13, allowing two classes to graduate without ever experiencing an increase. At the same time, the university will expand the President's Affordability Grants, which supply need-based financial aid for low- and middle-income Ohio undergraduates, to provide \$20 million in aid for students in

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fiscal 2017. This grant program was established with \$15 million in fiscal 2016 as part of the 2020 Vision plan to increase need-based student aid by \$100 million over five years.

The final state budget as passed contained a freeze on in-state undergraduate instructional fees for all institutions, along with a corresponding increase in the State Share of Instruction (SSI). The SSI pool was increased 4.7% in fiscal 2016 and another 4.0% in fiscal 2017.

Fiscal 2017 will be the fourth year of the State of Ohio's new SSI funding model for higher education. This outcome-based funding model was established based on recommendations developed by the Commission on Higher Education under the leadership of former Ohio State President Gee. This new model emphasizes degree completion as the main driver for funding and course completions as secondary. It also rewards the ability of the university to retain the best and brightest in Ohio after graduation as well as recognizing the additional financial requirements for assisting at-risk students to degree attainment. The university continues to assess the impacts of the funding model change within the context of growth in distance education and other non-traditional programs across the state.

The fiscal 2017 Budget continues our commitment to hire new tenure or tenure-track faculty by 2019 who will be specializing in disciplines that support the Discovery Themes. In fiscal 2017, a projected \$11.1 million will be spent in support of these themes, an increase of 105% over fiscal 2016. A portion of the funding for these positions is provided through the parking endowment. Start-up funding is also budgeted to assure that the university can hire the best faculty for our programs.

The budget also focuses on increasing the institutionally funded financial aid for undergraduate students, supporting colleges with additional revenue generated from tuition dollars and state subsidy dollars, additional compensation for faculty and staff, and providing funding for priority requests for support operations, all while assuring that general funds are balanced.

The fiscal 2017 Budget Plan outlines important aspects of the university's financial strategy in the year ahead. The budget plan, coupled with our Annual Financial Report, presents our current financial state and our future opportunities and challenges. It illustrates our financial path for achieving our vision of being the world's preeminent public comprehensive university.

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**Fiscal 2017 Budget: Financial Statements**

The fiscal 2017 budget includes a consolidated financial statement in addition to discrete financial statements for each of the following segments:

- **The Ohio State University**
- **The Ohio State University Health System**
- **The Ohio State University Physicians**

Given the operational differences between segments, we will provide narratives around the key drivers for each segment.

## FISCAL 2017

## Consolidated Financial Statements

\$ in thousands	Fiscal 2016		Fiscal 2017	\$ Change	% Change
	Projected	Actual	Budget		
<b>Operating Revenues</b>					
Tuition & Fees, net of scholarship allowance	866,611		889,261	22,650	2.6%
Grants & Contracts	647,860		654,142	6,282	1.0%
Sales & Services - Educational Departments	141,304		141,642	338	0.2%
Sales & Services - Auxiliaries, net of schol allow	279,286		301,047	21,761	7.8%
Sales & Services - Health System & OSUP	2,948,468		3,099,133	150,665	5.1%
Other Operating Revenues	33,366		33,463	97	0.3%
<b>Total Operating Revenues</b>	<b>4,916,895</b>		<b>5,118,688</b>	<b>201,793</b>	<b>4.1%</b>
<b>Operating Expenses</b>					
Salaries	2,476,696		2,593,828	117,132	4.7%
Benefits	706,644		737,093	30,450	4.3%
Fee Authorizations	98,083		101,983	3,900	4.0%
Student Aid	130,799		140,440	9,641	7.4%
Supplies, Services & Other	1,718,378		1,829,805	111,427	6.5%
Depreciation	335,000		345,000	10,000	3.0%
<b>Total Operating Expenses</b>	<b>5,465,600</b>		<b>5,748,150</b>	<b>282,550</b>	<b>5.2%</b>
<b>Operating Gain (Loss)</b>	<b>(548,705)</b>		<b>(629,462)</b>	<b>(80,757)</b>	<b>-14.7%</b>
<b>Non-Operating Revenues (Expenses)</b>					
State Share of Instruction	362,160		377,278	15,118	4.2%
State Line Item Appropriations	89,725		89,626	(99)	-0.1%
Non-Exchange Grants	72,512		73,894	1,382	1.9%
Gifts (Current Use)	175,536		189,431	13,895	7.9%
Investment Income	(12,250)		346,596	358,846	Assumes 8%
Interest Expense on Plant Debt	(110,898)		(117,665)	(6,766)	6.1%
Other Non-Operating Revenues (Expenses)	(1,764)		(1,693)	71	4.0%
<b>Total Non-Operating Revenues (Expenses)</b>	<b>575,021</b>		<b>957,467</b>	<b>382,445</b>	<b>66.5%</b>
<b>Net Health System Transfers</b>	<b>-</b>		<b>-</b>	<b>-</b>	
<b>Income Before Other Changes in Net Assets</b>	<b>26,316</b>		<b>328,005</b>	<b>301,689</b>	<b>1146.4%</b>
<b>Other Changes in Net Assets</b>					
State Capital Appropriations	46,640		45,826	(814)	-1.7%
Private Capital Gifts	8,646		9,331	684	7.9%
Additions to Permanent Endowments	70,336		75,904	5,568	7.9%
<b>Total Other Changes in Net Assets</b>	<b>125,623</b>		<b>131,061</b>	<b>5,438</b>	<b>4.3%</b>
<b>Change in Net Assets</b>	<b>151,939</b>		<b>459,066</b>	<b>307,127</b>	<b>202.1%</b>

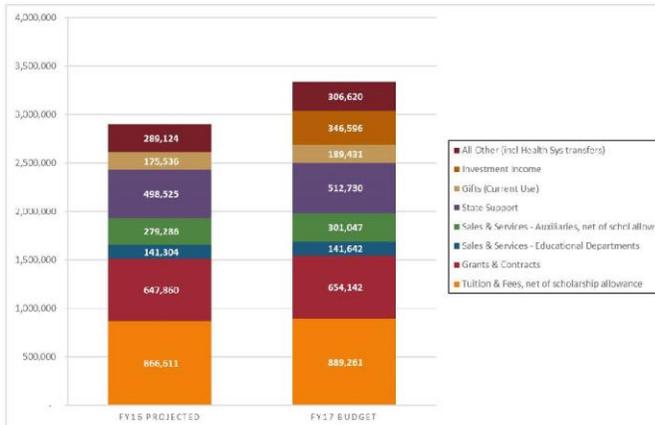
## FISCAL 2017

## University Financial Statement (excluding Health System and OSUP):

\$ in thousands	Fiscal 2016		Fiscal 2017	\$ Change	% Change
	Projected	Actual	Budget		
<b>Operating Revenues</b>					
Tuition & Fees, net of scholarship allowance	866,611		889,261	22,650	2.6%
Grants & Contracts	647,860		654,142	6,282	1.0%
Sales & Services - Educational Departments	141,304		141,642	338	0.2%
Sales & Services - Auxiliaries, net of schol allow	279,286		301,047	21,761	7.8%
Other Operating Revenues	33,366		33,463	97	0.3%
<b>Total Operating Revenues</b>	<b>1,968,427</b>		<b>2,019,555</b>	<b>51,128</b>	<b>2.6%</b>
<b>Operating Expenses</b>					
Salaries	1,385,560		1,434,611	49,051	3.5%
Benefits	374,101		381,880	7,779	2.1%
Fee Authorizations	98,083		101,983	3,900	4.0%
Student Aid, net of scholarship allowance	130,799		140,440	9,641	7.4%
Supplies, Services & Other	699,390		739,999	40,609	5.8%
Depreciation	191,813		207,149	15,335	8.0%
<b>Total Operating Expenses</b>	<b>2,879,747</b>		<b>3,006,062</b>	<b>126,316</b>	<b>4.4%</b>
<b>Operating Gain (Loss)</b>	<b>(911,320)</b>		<b>(986,507)</b>	<b>195,801</b>	<b>21.5%</b>
<b>Non-Operating Revenues (Expenses)</b>					
State Share of Instruction	362,160		377,278	15,118	4.2%
State Line Item Appropriations	89,725		89,626	(99)	-0.1%
Non-Exchange Grants	72,512		73,894	1,382	1.9%
Gifts (Current Use)	175,536		189,431	13,895	7.9%
Investment Income	(12,250)		346,596	358,846	Assumes 8%
Interest Expense on Plant Debt	(69,033)		(77,200)	(8,166)	11.8%
Other Non-Operating Revenues (Expenses)	(1,764)		(1,693)	71	4.0%
<b>Total Non-Operating Revenues (Expenses)</b>	<b>616,886</b>		<b>997,932</b>	<b>381,046</b>	<b>61.8%</b>
<b>Net Health System Transfers</b>	<b>131,900</b>		<b>143,790</b>	<b>11,891</b>	<b>9.0%</b>
<b>Income Before Other Changes in Net Assets</b>	<b>(162,534)</b>		<b>155,215</b>	<b>317,749</b>	<b>195.5%</b>
<b>Other Changes in Net Assets</b>					
State Capital Appropriations	46,640		45,826	(814)	-1.7%
Private Capital Gifts	8,646		9,331	684	7.9%
Additions to Permanent Endowments	70,336		75,904	5,568	7.9%
<b>Total Other Changes in Net Assets</b>	<b>125,623</b>		<b>131,061</b>	<b>5,438</b>	<b>4.3%</b>
<b>Change in Net Assets</b>	<b>(36,911)</b>		<b>286,276</b>	<b>323,187</b>	<b>875.6%</b>

**FISCAL 2017**

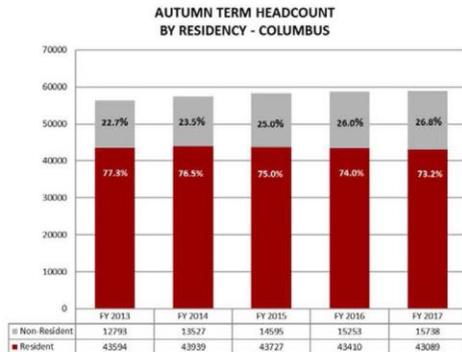
**University Budget: Revenue**



**Tuition and Fees**

Gross tuition and fees, before scholarship allowance, are expected to increase by \$27 million, or 2.6%, to \$1.07 billion. After applying a scholarship allowance of \$185.1 million, net tuition and fees are expected to increase by \$22.7 million, or 2.6% to \$889 million. The increase is driven both by an increased number of new freshmen and an increased mix of non-resident students and increased non-resident fees for fiscal 2017. Instructional and mandatory fees will not increase in fiscal 2016 for undergraduate or graduate students. However, some tagged masters and professional programs that have differential fees are scheduled to increase. For all student levels, the non-resident surcharge will increase 5.0% across most colleges.

The university is committed to maintaining both affordability and excellence. In areas where limited increases are being applied, the proceeds are used to partially cover inflation and to invest in excellence within the core academic mission. Tuition and fees provide more than 69% of university revenue available to fund the core academic mission. The remaining 31% is largely provided through the State of Ohio instructional subsidy (SSI).



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**Enrollment**

The university will be executing against a new Enrollment Plan, which will be implemented beginning in fiscal 2017, to increase the quantity, quality and diversity of the student body. The prior Enrollment Plan has been successful in meeting those objectives and in providing higher levels of new students to offset the temporary decline in existing students due to semester conversion which occurred in fiscal year 2013. Enrollment has since stabilized and enrollment for fall 2016 (fiscal 2017) is expected to increase slightly (less than 1%) from fiscal year 2016. With many students taking advantage of the free credit hour option in May term, summer revenue-generating enrollments and credit hours continue to lag behind pre-conversion levels.

Regional campuses, which account for 10% of the University's enrollment, continue to be negatively impacted by several factors. Although showing signs of stabilizing since semester conversion, these campuses are experiencing continued poor economic conditions in the communities they serve, a decreasing number of high school graduates and the competition from community and technical colleges. As a result, fiscal 2017 enrollments are projected to decline an average of nearly 1% over fiscal 2016 levels.

**STUDENT ENROLLMENT FOR AUTUMN TERM  
AUTUMN FY 2013 - FY 2017**

Headcounts	2013	2014	2015	2016	2017	1 YR	1 YR	5 YR
						Chg	% Chg	% Chg
Columbus	56,387	57,466	58,322	58,663	<b>58,827</b>	164	0.3%	4.3%
Lima	1,131	1,077	1,056	1,010	<b>1,005</b>	-5	-0.5%	-11.1%
Mansfield	1,265	1,204	1,188	1,199	<b>1,205</b>	6	0.5%	-4.7%
Marion	1,273	1,259	1,204	1,085	<b>1,009</b>	-76	-7.0%	-20.7%
Newark	2,390	2,315	2,396	2,476	<b>2,476</b>	0	0.0%	3.6%
ATI	612	643	702	751	<b>770</b>	19	2.5%	25.8%
<b>Grand Total</b>	<b>63,058</b>	<b>63,964</b>	<b>64,868</b>	<b>65,184</b>	<b>65,292</b>	<b>108</b>	<b>0.2%</b>	<b>3.5%</b>

**Undergraduate Fees**

Resident instructional fees will not increase in fiscal 2017 at any of the Ohio State campuses. Also, the general and mandatory fees, including the recreation fee, student activity, student union facility fee, and COTA bus fee will again not change in fiscal 2017.

**Graduate and Professional Fees**

Masters and PhD instructional fees will not increase in fiscal 2017. Some graduate and professional students pay a higher or differential instructional fee based principally on market demand and market pricing. Revenue generated from these increases is earmarked to support the graduate and professional programs that generate the fee income. Most differential fees are not expected to increase, while some are budgeted to increase between 2% and 3% in fiscal 2017.

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**Non-Resident Surcharges**

Effective Autumn term fiscal 2017, the non-resident surcharge will increase 5.0% for most undergraduate, graduate, and most professional programs at each campus. Exceptions include the College of Optometry, which is lowering their surcharge by \$4,000 in response to competition; the College of Law, which will see no increase; Dentistry and Veterinary Medicine which will only increase 2%; and four graduate business programs, an online FAES program and an online Engineering Program that charge a flat non-resident surcharge.

**Program, Technology, and Other Fees**

Several colleges and academic programs have established additional fees to support specific programs and initiatives. These include program fees designed to provide financial support for specific programs, technology fees, international student fees, course fees and distance education fees. There are no new fees in fiscal 2017.

**Comparison with Selective Ohio Peers**

Among Ohio's public universities, Ohio State ranks highest in academic reputation, yet has the second lowest undergraduate student fees among Ohio's six public four-year universities with selective admissions. Given the continued commitment to keep tuition affordable by not raising resident undergraduate rates in the 2016-17 academic year, Ohio State will continue to have one of the lowest student fees among the selective public institutions. This makes Ohio State an excellent value for students and taxpayers.

<b>UNDERGRADUATE RESIDENT FRESHMEN TUITION &amp; FEES - AY 2016 &amp; AY 2017</b>				
<b>FULL-TIME RATES FOR OHIO SELECTIVE PEER INSTITUTIONS</b>				
<b>Ohio Peer</b>	<b>US News Rank*</b>	<b>2016</b>	<b>2017</b>	<b>% Change</b>
Miami	70	\$14,013	\$14,013	0.0%
Cincinnati	132	\$11,000	\$11,000	0.0%
Bowling Green	169	\$10,590	\$10,590	0.0%
Ohio University**	103	\$10,536	\$10,536	0.0%
<b>Ohio State</b>	<b>37</b>	<b>\$10,037</b>	<b>\$10,037</b>	<b>0.0%</b>
Kent State	169	\$10,012	\$10,012	0.0%
Average		\$11,031	\$11,031	0.0%

Sources: Ohio Board of Regents Fall Survey of Student Charges (AY 2016); per State of Ohio law for AY 2017. FY 2016 Tuition and Fees are the published institution rate for resident new freshmen.  
 \*U.S. Academic Reputation Rank (formerly known as the Peer Assessment Rank) is based on scores from the U.S. News and World Report's 2016 Best Colleges Rankings.  
 \*\*For fall 2016, Ohio University has both Non-Guarantee and The OHIO Guarantee rates; so the institution has a tuition rate for new freshmen (\$11,744) that is different from continuing students prior to fall 2015 (\$10,536).

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### Comparison with Benchmarks and Top Public Schools

In comparing Ohio State with our peer institutions on tuition and fees (latest data available is fiscal 2014), tuition and fee revenues per student FTE were 6.4% below the average of OSU's benchmark institutions and 18.0% below the top 10 ranked public institutions' average.

### State Support

The state economy has recovered from the Great Recession. Unemployment, once at 10.6% during the height of the recession (February 2010), was at 5.1% in March 2016. Through March 2016 state finances appear to be strong and the state is currently projecting an unencumbered fund balance of \$470 million at year's end. There appear to be no threats on the horizon that would threaten the state's increased funding to higher education though conditions can change.

### State Share of Instruction (SSI)

The SSI allocation is the State of Ohio's primary funding support for enrollments and degree completions at its colleges and universities. The SSI funds campuses on the basis of several criteria including successful course completions, indexed by financially and academically at-risk resident undergraduate students, degree completions with added funding for degree completions by undergraduate at-risk students, and a number of other criteria intended to advance the goals of the state.

The state budget increases SSI funding by 4.0% from \$1.90 billion in fiscal 2016 to \$1.98 billion in fiscal 2017, but for the second consecutive year holds instruction and general fees to 2015 levels. In total the university projects to receive \$377 million in SSI funding in fiscal 2017 an increase of \$15.1 million over fiscal 2016.

Fiscal 2017 will mark the third year of the implementation of the recommendations of the committee chaired by former President Gee. In the fall of 2012, Gov. Kasich asked former President Gee to chair a committee comprised of the presidents from Miami University, Ohio University, Wright State University, and Shawnee State University to recommend changes to the State Share of Instruction (SSI) formula to better align it with the goals of the state. The committee was tasked with finding ways to use the formula to support the following objectives:

- Increase participation rates
- Encourage the best and brightest to attend
- Improve graduation rates
- Make higher education more affordable
- Graduate students with the skills they need
- Encourage graduates to stay in Ohio

The committee recommendations were endorsed by the presidents of all public colleges and universities in the state, as well as Gov. Kasich, and have been incorporated into each subsequent budget bill.

In its first two years the formula:

- shifted to rewarding degree recipients

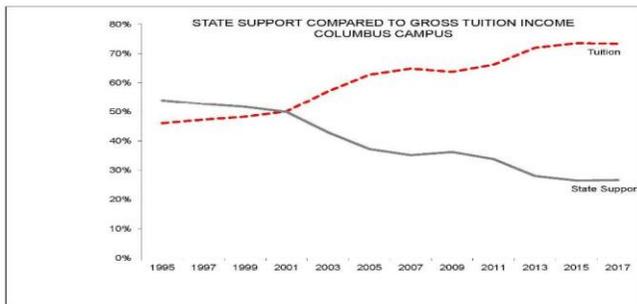
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- adopted a universal 3-year average as the basis of calculation for distribution of the allocations
- adopted STEM weights to degree completions
- removed the re-allocation of funds from campuses to those whose allocations had dropped below a certain threshold
- combined the regional campus allocations with the main campuses,
- awarded proportional degree credits for transfer students
- awarded associate degree credits for all campuses
- implemented proportional degree credits for out of state graduates that remain in the state

In the current biennium the formula:

- allows funding of more than one degree earned by a student
- caps the bonus awarded for degree recipients that started their careers outside the Inter-University Council (IUC) institutions
- caps funding for students that were awarded an associate degree and then a baccalaureate degree to the baccalaureate amount

The university is engaged in ongoing discussions about the impact of the funding changes on its campuses and is involved in discussion with the Inter-University Council of Ohio and the Ohio Department of Higher Education (formerly the Ohio Board of Regents) on ways that the funding formula can better meet the needs of the State.



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### State Line Item Appropriations

In addition to SSI funding, the university also receives funding directed to specific purposes through state line item appropriations. In fiscal 2017, the university expects to receive \$89.6 million in state line item appropriations, roughly the same as projected fiscal 2016. Major appropriations are received for the Ohio Agricultural Research and Development Center (OARDC) (\$36 million), OSU Extension (\$25 million), and OH-Tech (\$15 million).

### Capital Appropriations

Ohio State also receives capital allocations from the State of Ohio used to maintain and improve the physical infrastructure of the university. The state capital budget process occurs in the off years from the state operating budget process. The current capital bill has not been passed as of the drafting of this book, but the university expects a total allocation of \$97.4M for the fiscal 2017-2018 biennium, including \$2.7 million in pass-through community projects. We expect to expend approximately \$45.8 million in state capital appropriations in fiscal 2017.

Of the \$94.7 million, in university projects, \$26.4 million will be allocated for the renovation of Koffolt/Fontana Laboratories to support the Advanced Materials Corridor; \$26.0 million will be allocated for the renovation and partial replacement of Postle Hall for the College of Dentistry; and \$5.0 million will be allocated to the Wooster campus for the replacement of Thorne Hall. The remainder of the funding (\$37.3 million) will be allocated to various renovations and repairs at all Ohio State campuses.

### Grants and Contracts

Grants and contracts revenue is administered in two ways: recorded by individual units in segregated grants and contracts funds, or as sponsored projects administered by the Office of Sponsored Programs. For fiscal 2017, revenue from grants and contracts (including non-exchange grants) is expected to be \$654 million, which is \$6 million above than fiscal 2016 projections.

Of the \$654 million, \$486 million is administered by the Office of Sponsored Programs and \$168 million is administered directly by colleges and support units. Projects administered by the Office of Sponsored Programs typically have more stringent process and documentation requirements than projects that are directly administered through the colleges and support units.

### Sponsored Research Programs

The university secures funding for sponsored research programs from a variety of external sources. External grants are awarded by federal, state and local agencies along with private foundations and corporate sponsors. Total direct revenue for sponsored research programs administered by the Office of Sponsored Programs is expected to increase slightly to approximately \$486 million.

The sponsored research revenues include facilities and administrative (F&A) cost recoveries which are projected to be \$108 million, which is slightly below fiscal 2016 levels. F&A costs are recovered from most sponsored programs to offset the cost of maintaining the physical and administrative infrastructure that supports the research enterprise at the university. It is important to note that direct and indirect cost expenditures do not necessarily align when comparing expected revenue streams, and this occurs for two

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reasons. First, certain direct cost expenditures do not recover F&A. Second, not all sponsors allow the university to recover F&A at the university's fully negotiated rate.

Sponsored research funding comes from a variety of sources, each of which is impacted by economic and political considerations. For example, the federal government is by far the largest source of research support. In recent years, federal research budgets have been essentially flat, and the number of proposals submitted has been increasing, resulting in lower funding rates. The most recent federal budget included increases for many research funding agencies, but it will take time for those gains to flow to university research programs. Another challenge is that State funding is being directed toward private enterprises rather than to research development activities at universities.

The university is working to mitigate ongoing downward trends using two primary strategies. First, we are actively focusing on increasing the competitiveness of researchers through activities internal to the university. This effort includes facilitating multidisciplinary research to take advantage of the breadth of expertise at the university through the Discovery Themes initiative; establishing new centers focused on current and emerging research challenges; creating a proposal development center; and establishing and maintaining cutting edge core facilities to support our growing community of research-intensive faculty. The second strategy involves building external relationships that will help grow the university's portfolio of federally-funded research, expand strategic partnerships with industry, and promote and develop the Ohio Technology Consortium (OH-Tech).

### **College / Support Unit Administered Grants and Contracts**

Revenue for exchange grants and contracts administered directly by individual colleges and support units is expected to remain relatively flat from \$165 million projected for fiscal 2016 to \$168 million budgeted for fiscal 2017. This \$168 million is included in the Grants & Contracts line of the budget as operating revenue.

Some grants and contracts revenue is considered a non-exchange item and appears in the non-operating section of the income statement as Non-Exchange Grants. These items include federal funding for interest on Build America bonds, federal funding for Pell and Supplemental Educational Opportunity Grants (SEOG), and state funding for Ohio College Opportunity Grants (OCOG). Funding levels for these items are expected to increase slightly in fiscal 2017 over projected fiscal 2016.

### **Sales and Service Revenues**

#### **Sales and Services of Educational Departments**

Sales and services of educational departments are expected to remain relatively flat to projected fiscal 2016, remaining at \$141 million. Revenue sources consist largely of clinical operations in colleges such as Dentistry, Optometry and Veterinary Medicine and non-college departments such as Recreational Sports and Student Health Services.

#### **Sales and Services of Auxiliary Enterprises**

Student Life, Athletics, and Business Advancement comprise the majority of sales and services of auxiliary enterprises. Revenue from sales and services of auxiliary enterprises before scholarship allowances is

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expected to increase \$21.8 million, or 7.8% in fiscal 2017 over projected fiscal 2016. This increase is driven primarily by increased Student Life housing and dining revenue due to the opening of all dorms and dining facilities in the North Residential District. This increase is partially offset by decreases in the Schottenstein Center due to fewer concerts planned for fiscal 2017.

## Advancement

In September, the university will conclude the *But for Ohio State* campaign having exceeded the \$2.5 billion goal and will likely close fiscal 2016 with record-breaking fundraising totals. The campaign invited alumni, friends, grateful patients, and the rest of Buckeye Nation to invest in our students, our faculty, our campuses, and our potential. Supporters helped us secure unmatched educational opportunities for future generations of students, and empowered our faculty and staff to tackle the critical challenges we face as a global society. Campaign proceeds will be used to fund scholarships to attract the most promising students, elevate faculty, create modern learning environments, promote multidisciplinary research, and drive high-impact innovation.



Advancement recognizes the critical importance of aligning communications, marketing and alumni/constituent engagement with our partners across the University. A number of efforts in these areas have been recognized internally and by our peers as among the best in higher education. Some examples include: the Alumni Association's growing volunteer engagement program; centralized stewardship guidelines for personalized, meaningful donor recognition initiatives; our Buckeye Room virtual community that captures insights from more than 10,000 alumni; and

marketing campaigns that connect people in new ways with Ohio State while strengthening the university's brand and reputation. Advancement's communications, marketing, engagement and fundraising teams are working together to plan for the next campaign with a clear focus on increasing access, affordability and excellence at Ohio State, the hallmarks of President Drake's 2020 Vision.

In fiscal 2016, the university's goal for "New Fundraising Activity" was \$450 million, including pledges and certain private contracts. Those dollars are being raised by engaging a variety of constituents, including students, faculty, staff, alumni, friends, corporate partners and private foundations.

The Advancement-related line items within the fiscal year 2016 financials are representative of expected cash receipts for current use gifts, gifts provided as endowment additions, and private capital gifts.

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**University Budget: Expense**

**Salaries and Benefits**

**Salaries**

Salary expense is expected to increase by \$49.1 million or 3.5% over fiscal 2016 projections. Faculty and staff salary guideline increases of up to 2.0% have been included in the budget for fiscal 2017.

Consistent with prior years, the approved salary guidelines take into consideration the financial condition of the university as well as statistics of the current labor market. The university continues to employ its philosophy of setting faculty salaries at a level that will maintain or advance Ohio State's position nationally for the highest quality faculty, and to set staff salaries to be competitive with the local employment markets.

The fiscal 2017 budget for salaries also includes net new hires in several key areas, including hiring of faculty for discovery themes across multiple colleges and disciplines, additional clinical faculty in the College of Medicine, engineering faculty to improve the college's student-faculty ratio, Public Health faculty to support new enrollments, additional advancement personnel, and staffing for newly opened dorms and dining facilities in the North Residential District.

**Benefits**

Benefit costs are expected to increase by \$7.8 million or 2.1% over fiscal 2016 projections. Benefits increases are driven by the 2% salary guideline increase, which directly affects the retirement plan contribution expenses, and net new additional hires. This is balanced by a 4% decrease in the average composite rate for all benefits. Benefits include the university's contribution to employee retirement plans, various medical, dental, vision, life and disability plans, employee and dependent tuition plans and university expense related to compulsory plans, such as workers' compensation and unemployment compensation.

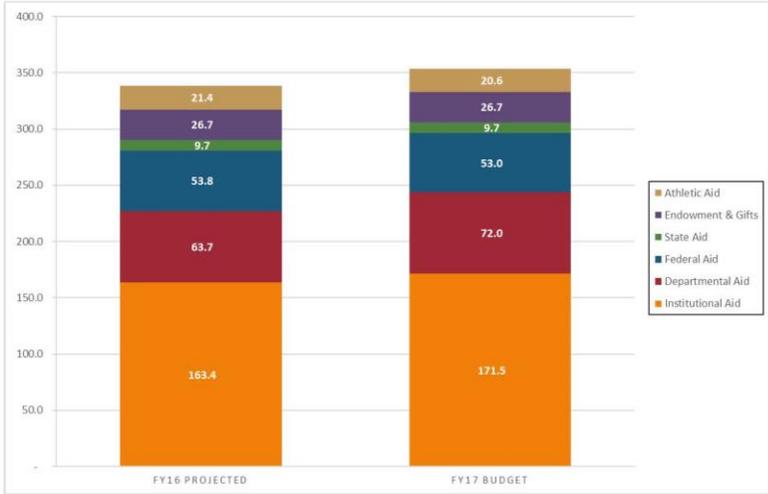
**Retirement Plans** - University employees are covered by one of three retirement systems. The university faculty is covered by the State Teachers Retirement System of Ohio (STRS Ohio). Substantially all other employees are covered by the Public Employees Retirement System of Ohio (OPERS). Employees may opt out of STRS Ohio and OPERS and participate in the Alternative Retirement Plan (ARP) if they meet certain eligibility requirements. Under each of the plans, the university contributes 14% of the employee's pay to the plan annually, while the employees contribute 10%. Vesting varies by plan.

**Medical Plan** - The university is self-insured for employee health insurance. Fiscal 2017 medical plan costs are budgeted based on historical cost trend data, projected employee eligibility, and expected plan changes associated with governmental regulations and plan design. Given these factors, we are projecting a 5% decrease per FTE in costs for fiscal 2017 across all medical plans. The university will continue to monitor the impact the new health care laws will have on the university as an employer as legislation and regulations evolve.

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**Student Financial Aid**

Financial Aid is a critical investment of resources that keeps the cost of education manageable for students. The Ohio State University engages both the federal and state governments in conversations to stress the importance of financial aid and reasonable loan programs for students. Interactions with donors also stress the importance of gifts that support financial aid.



The financial aid plan seeks to advance two specific goals for the university: to invest in the quality, quantity and diversity of students in order to continue to move Ohio State towards its goal of being in the top 10 public universities in the country; and to invest in students to fulfill our role as the land grant university for the State of Ohio, whereby access to college is afforded to those students with limited resources. The university continues to work to support both goals and continues to develop the appropriate balance in moving the university towards eminence. Fundraising efforts are also underway through various initiatives including the Ohio Scholarship Challenge in which all 88 Ohio counties are raising funds to recruit students from each county to attend Ohio State.

Ohio State expects to distribute a total of \$353 million of financial aid, excluding graduate fee authorizations, to students in fiscal 2017. Sources for the aid include federal and state programs, gifts and endowments and institutionally funded aid. The university financial statements present a portion of financial aid, in accordance with GASB accounting requirements, as an allowance against gross tuition and, in the case of athletic and room and board scholarships, an allowance against sales and services of auxiliary enterprises. For fiscal 2017, \$213 million of the gross \$353 million of student aid has been presented as allowances, resulting in net student aid of \$140 million.

Institutionally funded financial aid is expected to increase by \$8.1 million, or 5.0%, in fiscal 2017 to a total of \$171.5 million. This increase is driven by further investments in financial aid to support need-based

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financial aid, as the President has committed to significantly increasing financial aid for students with financial needs in order to help to mitigate ongoing increases in student debt. A total of \$15 million was funded in fiscal 2016 and an additional \$5 million will be added for a total of \$20 million in new funding for students with financial needs in fiscal 2017 above fiscal 2015 levels. This will continue to be funded to meet a total investment of \$100 million over five years.

Federal financial aid, which consists primarily of Pell Grants and some Supplemental Educational Opportunity Grant (SEOG), is expected to slightly decrease to \$53 million in fiscal 2017. State financial aid is expected to remain flat in fiscal 2017 at \$9.7 million and is driven by funding levels for programs such as the Ohio College Opportunity Grant (OCOG). Donor and other funds are also expected to remain flat to fiscal year 2015 actuals at \$26.7 million.

Athletic scholarships are planned to decrease slightly to \$20.6 million. The remaining aid provided directly by colleges for graduate fellowships and awards is projected to increase \$7.8 million in fiscal 2017, driven by a \$7.3 million increase in graduate fellowships.

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**Fee Authorizations**

Fee authorizations are an additional component of student aid directed toward graduate student appointments. Total university fee authorization expense is expected to increase slightly by 4.0% to \$101.9 million in fiscal 2017. Fee authorization increases are driven by the College of Engineering (up \$1.9 million) and the Graduate School (up \$1.1 million).

**Supplies, Services & Other Expenses**

Supplies, Services and Other Expenses are projected to increase \$40.6 million, or 5.8% versus fiscal 2016 driven primarily by increased OH-Tech expenses and costs associated with the Workday implementation. Supplies, Services and Other Expenses are comprised of several discrete categories, including Intra-University Revenue, Cost of Sales, Supplies, Office Services, Repairs & Maintenance, Non-Capitalized Equipment, Utilities, Travel, Other Expense and University Overhead which are discussed below.

▪ **Cost of Sales, Supplies, Office Services, Repairs & Maintenance, and Non-Capitalized Equipment**

Cost of sales represents the purchase of goods and services that are passed directly through to external and internal customers. Cost of sales is budgeted to increase by \$5.8 million, or 7.4% for fiscal 2017. This increase is driven primarily by a \$6.6 million increase in cost of sales in Student Life related to the opening of all dorms and dining facilities in the North Residential District. This increase is partially offset by a \$1.4 million decrease in cost of sales associated with activities at the Schottenstein Center.

Supplies expense is expected to decrease by \$1.1 million, or 1.0% in fiscal 2017. This is driven by a \$3.4 million decrease in the College of Medicine associated with the closure of a pathology lab, which is offset by a \$1.0 million increase in Student Life and other miscellaneous increases across the remainder of the university.

Office services expense is expected to remain mostly flat to fiscal 2016, increasing by \$81 thousand, or 0.3%.

Repairs & maintenance expense is expected to remain flat to fiscal 2016, increasing by \$67 thousand, or 0.1%.

Non-capitalized equipment expense is to remain mostly flat to fiscal 2016, increasing by \$181 thousand or 0.3%. Many units budget non-capitalized equipment as flat, and increases in Student Life non-capitalized equipment expenses (increase of \$6.4 million budgeted in fiscal 2017) are offset by decreases in other units such as OH-Tech and Business Advancement.

▪ **Utilities**

Utilities expense includes both commodities expense paid externally for electricity, natural gas, and water and sewer, and internal charges paid by units that are billed centrally based on consumption. The internal revenue associated with these expenses is booked as part of intra-university revenue.

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which is treated as a contra-expense. Utilities expense is expected to increase \$1.4 million, or 1.5% over fiscal 2016. These increases are driven by unit-level expenses associated with the opening of all North Residential District facilities and additional utilities surcharges for the Biomedical Research Tower.

### ▪ Travel

Travel expense is expected to decrease by \$290 thousand, or 0.5% over fiscal 2016. However, this decrease is driven by Athletics' practice of budgeting neither revenue nor expense for post-season tournaments or bowl games. Athletics' travel expense was down \$1.9 million, or 13.8% over fiscal 2016 due to this practice. This decrease was offset by other increases, including increases of \$1.1 million in the colleges and \$641 thousand in other support units.

### ▪ Other Expense

Other Expense is increasing \$31.3 million, or 6.7% over fiscal 2016. This increase is driven by several units. First, the university is expecting \$17.5 million in expenses related to the implementation of Workday for the replacement of its financial system. Also, OH-Tech is increasing expenses related to increased eContent for OhioLINK, and increased HEI/Research Portal expenses. This results in a \$7.6 million increase (15.2%) in other expense for OH-Tech over fiscal 2016. Engineering is expecting a \$1.8 million increase in other expense due to increases in OSP awards, and Health Sciences is expecting a \$1.3 million increase due to startup and other expenses related to new hires in the Comprehensive Cancer Center.

### ▪ University Overhead

Overhead is charged to non-general funds units to help fund centrally-provided services. In fiscal 2017, \$79.3 million is expected to be allocated via internal charges to fund centrally-provided services, a decrease of \$0.4 million (0.5%) from fiscal 2016. Since overhead is an intra-university allocation, entries are eliminated against intra-university revenue in the financial statement consolidation process.

Specific expense categories comprising the overhead rates include Facilities Support, Administrative Support, and Specialized Support (Health Administration and Student Services). Different overhead rates are calculated based on participation in the different expense categories. The base rate includes all expense categories; other rates are calculated to include only those expenses applicable to those units. For example, the regional campus rate includes only the insurance, academic administration, and central support expense categories. For fiscal 2017, the rates ranged from 2.4% for the Wexner Medical Center to 5.7% for most earnings operations.

## Financial Services and Investments

The Office of Financial Services manages cash, short and intermediate term investments and other funds totaling over \$2.0 billion. They also oversee a debt portfolio of \$3.2 billion. In performing these functions, the office serves as internal bank to the University taking deposits, issuing debt, investing operating funds

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and approving loans. The internal bank is a framework for coordinating these activities and providing a consolidated view of the associated assets, liabilities, revenues and expenses.

The Office of Investments manages the Long Term Investment Pool (LTIP), which totals \$3.6 billion and includes gifted endowment funds, designated funds and a significant portion of operating funds. Through a partnership with external managers, the Office of Investments has adopted an asset allocation model for the LTIP that groups assets into three broad categories. This model enables the investment team to build a portfolio of specialized investment teams around the world to implement our strategic allocation and to be responsive to changing market conditions.

### *Investment Income*

Investment income on cash, short and intermediate term investments is budgeted at \$14 million, in line with our fiscal 2016 forecast and reflecting continued low bank yields and fixed income markets more volatile than prior years.

The LTIP is budgeted to return \$333 million before fees, at an 8.0% return, in fiscal 2017. This compares to a negative \$26 million return projected for fiscal 2016.

### *Debt*

The proceeds of past debt issuance have been utilized to fund major construction projects including the Wexner Medical Center expansion, student housing construction and refurbishments, as well as significant campus infrastructure improvements.

The debt is comprised of a mix of tax exempt and taxable bonds. Over 82 % of the outstanding debt balance is comprised of fixed rate obligations ranging between 1.56% and 4.85% all-in true interest cost. The remainder of the debt is tax-exempt variable rate debt obligations. The variable rates, most of which are subject to change every seven days, averaged 0.02% through the first ten months of fiscal 2016 and have a 15-year average of 1.2%. Under the terms of the variable rate agreements, the rates cannot exceed 8% or 12%, depending on the issue.

The University expects to incur approximately \$125 million of interest expense on plant debt in fiscal 2017, an increase of \$15 million over fiscal 2016 projected levels due to the issuance of \$600 million in bonds in late fiscal 2016.

**FISCAL 2017****Health System**

\$ in thousands	Fiscal 2016		Fiscal 2017	
	Projected	Actual	Budget	
			\$ Change	% Change
<b>Operating Revenues</b>				
Patient Revenue	7,950,391		8,233,002	282,610 3.6%
Deductions from Patient Revenue	(5,490,611)		(5,661,406)	(170,795) -3.1%
Other Operating Revenue	87,794		99,956	12,162 13.9%
<b>Total Operating Revenues</b>	<b>2,547,574</b>		<b>2,671,552</b>	<b>123,978 4.9%</b>
<b>Operating Expenses</b>				
Salaries	775,929		818,629	42,699 5.5%
Benefits	269,903		285,000	15,097 5.6%
Hospital Physician Fees	89,135		92,864	3,729 4.2%
Physician/Faculty Services	16,973		18,071	1,097 6.5%
Supplies	276,199		281,685	5,486 2.0%
Cost of Drugs	224,208		251,363	27,155 12.1%
Services	271,056		294,245	23,189 8.6%
Resident Salaries and Benefits	51,520		55,229	3,709 7.2%
Depreciation	138,787		133,605	(5,182) -3.7%
Interest	41,865		40,465	(1,400) -3.3%
University Overhead	48,900		48,902	2 0.0%
<b>Total Operating Expenses</b>	<b>2,204,476</b>		<b>2,320,060</b>	<b>115,583 5.2%</b>
<b>Operating Gain (Loss)</b>	<b>343,098</b>		<b>351,492</b>	<b>8,394 2.4%</b>
Medical Center Investments	(140,000)		(150,000)	(10,000) -7.1%
Income From Investments	2,296		2,929	633 27.6%
Other Gains (Losses)	1,440		14	(1,426) -99.1%
<b>Excess of Revenue over Expenses</b>	<b>206,833</b>		<b>204,435</b>	<b>(2,399) -1.2%</b>

**OSU Wexner Medical Center Health System**

The margin for the OSU Wexner Medical Center Health System (Health System) is budgeted at \$204 million for fiscal 2017. Included in the budget is the Health System's continued support to OSU Physicians and the College of Medicine (COM) (\$150 million). The Health System operating budget is set at a level to provide the necessary margin to invest in clinical programs, capital, provide debt service coverage and build cash reserves. The operating budget for fiscal 2017 anticipates the volumes and financial impact of the opening of the Brain and Spine Hospital, Jameson Crane Sports Medicine Institute and the Upper Arlington Outpatient Care Center. The budget also takes into consideration the impact of healthcare reform, Medicaid rate rebasing, as well as changes related to reimbursement from the Hospital Care Assurance Program (HCAP), and the states Upper Payment Limit program (UPL). In addition, the model also

## FISCAL 2017

incorporates payer mix changes resulting from an aging population. The budget provides a Total Operating Margin percentage of 7.65% and an EBIDA operating margin of 19.7%

### Revenue Drivers

Overall revenue is budgeted to increase approximately 4.9% compared with the current year rate of 7.6%. Activity increases account for approximately 3.5% and rates account for 1.4% of fiscal 2017 growth. Inpatient admission growth is budgeted at 3% and driven primarily by continued James Cancer Hospital growth and the anticipated opening of the Brain and Spine Hospital in September. Outpatient activity will grow at 5.1% with ambulatory growth related to the Jameson Crane Sports Medicine Institute and Upper Arlington Outpatient Care Center.

Medicaid Expansion continues to be favorable for the Health System as patients previously covered under charity programs now have coverage. Medicaid continues to make additional rate cuts in order to fund this expansion. The Health System will see decreases in Medicaid rates related to rebasing efforts at the Ohio Department of Medicaid. The Health System will also see reductions in HCAP funding due to a lower number of uninsured patients due to expansion.



Medicare inpatient rates will see a decrease while outpatient rates will remain flat. Managed care plan migration to Medicare due to the aging population is anticipated at 1% in fiscal 2017. Managed care arrangements are negotiated through the end of 2017 and in some cases into 2018. Quality and risk-based contracts as well as tiered pricing are expected to be prevalent in ongoing negotiations with payers. The budget does not anticipate significant negative impacts to fiscal 2017 due to these factors. The payment increases for managed care contracts are on average 4-5% in rate

growth while governmental payers are anticipated to decrease due to multiple factors. There are currently no planned list price increases in this budget.

### Expense Drivers

Expenses before interest and depreciation will grow by 6.0% compared to the current year growth of 6.1%. The fiscal 2017 budget includes \$27 million in increased drug cost associated with drug inflation and new FDA approved drug utilization. Excluding drug costs, operating expenses will grow at approximately 4.5%, of which 2.5% will be activity driven and 2.0% rate driven. Salary increases for employees averaging 2% is included in the budget. Benefit rates are expected to remain consistent with current year. Labor productivity is budgeted to improve 0.5%. Expense management initiatives will continue to be an emphasis during fiscal 2017.

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## OSU Physicians, Inc.

\$ in thousands	Fiscal 2016	Fiscal 2017	\$ Change	% Change
	Projected Actual	Budget		
<b>Operating Revenues</b>				
Net Patient Revenue	328,898	356,483	27,585	8.4%
Other Operating Revenue	71,996	71,099	(897)	-1.2%
<b>Total Operating Revenues</b>	<b>400,894</b>	<b>427,582</b>	<b>26,687</b>	<b>6.7%</b>
<b>Operating Expenses</b>				
Staff Salaries & Benefits	77,350	86,882	9,532	12.3%
Supplies & Pharmaceuticals	33,357	37,581	4,224	12.7%
Services	33,016	36,100	3,083	9.3%
General Administrative Expenses	12,354	13,888	1,534	12.4%
Other Expenses	10,036	11,000	963	9.6%
Depreciation	4,399	4,246	(153)	-3.5%
<b>Total Operating Expenses</b>	<b>170,513</b>	<b>189,697</b>	<b>19,183</b>	<b>11.3%</b>
<b>Excess of Revenue over Expenses Before Provider Expenses</b>	<b>230,381</b>	<b>237,885</b>	<b>7,504</b>	<b>3.3%</b>
Provider Expenses	252,729	272,797	20,068	7.9%
<b>Excess of Revenue over Expenses After Provider Expenses</b>	<b>(22,348)</b>	<b>(34,912)</b>	<b>(12,564)</b>	<b>-56.2%</b>
Net Non-Operating Revenue	947	817	(130)	-13.8%
Medical Center Investments	45,672	47,961	2,289	5.0%
<b>Change in Net Assets</b>	<b>24,272</b>	<b>13,866</b>	<b>(10,406)</b>	<b>-42.9%</b>

Total operating revenue is budgeted to increase \$27M or 6.7% over fiscal 2016 projections. Total operating revenue includes net patient revenue and other revenue. Net patient revenue is budgeted to increase \$28M or 8.4% over fiscal 2016 projection, while other revenue is budgeted to decrease \$9M. The increase in net patient revenue is due to faculty recruitment, increased clinical productivity, improved payment rates, improved service mix, and new ambulatory locations opening.

Total expenses are expected to increase \$39M. Expense categories with the largest increases were services and physician salaries & benefits, staff salaries & benefits, and supplies. Net new physicians in fiscal 2017 are 84. Generally, the amount of time for a new practice to reach full profitability is approximately 2-3 years.

In 2017, a new ambulatory site in Upper Arlington will open. The site will contain several medical specialties including family medicine, internal medicine, women's health and surgery. The location is expected to show a profit within two years from opening.

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Work continues on increasing physician productivity through increased clinic time. In addition, expense control measures continue to evolve to help keep controllable costs, such as staff salaries, supplies, and services, in line with revenue changes.

## University Budget Process

For the fiscal 2017 Budget Plan, the university continues a budget process that encompasses all funds of the university. This approach affords a holistic view of all operations of the university in an easily understood format that will enable the university to highlight the evolution of funding sources. This will allow leadership to make informed strategic decisions in a timely manner.

This all funds total operating budget will provide the base framework for evaluating the activities of all academic and support units within the university, allowing proactive responses to changing economic issues as they arise.

### Budget System

The university uses a budget system that is comprised of two components: a modified Responsibility Center Management (RCM) model and the strategic investment of central funds. This structure allows for decentralized decision making and control of financial resources at the colleges and support units. The modified RCM budget model assigns substantial control over resource decisions to individual colleges and support units. The underlying premise of the university's decentralized budget model is entrusting academic and support unit leaders with significant control over financial resources, leading to more informed decision making and better results and outcomes for the university as a whole. Through this decentralized model, colleges in particular are incentivized to increase resources by teaching more credit hours and increasing research activity. Auxiliary and earnings units, which are not included in the RCM model, prepare their budgets based on their business plans and projected use of their products and services. Research budget are projected based on historical patterns and anticipated grants that may be received.

The OSU Health System and OSU Physicians, Inc. prepare their budgets based upon projected activity and associated costs. External factors, such as government regulations and reimbursements rates, as well as contractual agreements with health care payers also play an integral part in developing the health system's budget.

### Fund Accounting

The university's budget is developed and managed according to the principles of fund accounting. We manage over 20,000 active expendable funds and over 5,300 endowment principal funds through a robust accounting system. Revenue is segregated into a variety of fund types, the use of which is governed by the restrictions of the specific fund. Some fund types are unrestricted, including general funds and some earnings funds. Others have restrictions derived from the source of the revenue, including grants and contracts received from government agencies, foundations, and other outside sponsors. Individual funds are set up to ensure strict adherence to the terms of the grant or contract that governs these funds.

Endowments are another type of restricted fund, where separate funds are set up to preserve the corpus or principal of the gifts. As those funds earn investment returns, annual income distributions are made out of the endowment fund and into a current fund for spending in accordance with the donors' restrictions. The segregation of each gift allows the university to ensure the funds are spent appropriately and to enable reporting to donors on the activities that their funds support.

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Although emphasis was placed on including all university funds in the fiscal year 2016 budget process, general funds continue to remain a key component of the budget. General funds can generally be used for any university purpose whereas restricted funds are more specifically targeted. These funds play a major role in the budget, as they cover many expenses in the colleges and support units for which it is difficult to raise money. The main sources of general funds are tuition and other student fees, state support of instruction, indirect cost recovery, and overhead charged to earnings units.

### Allocation of Funds

Each college and support unit receives a portion of general funds in support of both academic and administrative functions. The process for allocating the funds is administered through the Office of Financial Planning & Analysis under the guidance of the Chief Financial Officer and Provost. General funds are allocated to colleges and support units on a marginal basis under an established set of criteria. In other words, increases (or decreases) in the pool of general funds available each budget year are allocated back to colleges and support units as increases (or decreases) to their base general funds budgets.

Marginal changes in revenue are allocated to colleges based on three primary funding formulas. The first funding formula for colleges utilizes a model to distribute undergraduate marginal tuition and state support. Sixty percent of the funding is allocated based on total credit hours taught, while forty percent is allocated based on the cost of instruction. This budget allocation method takes into account the fact that some courses have a higher cost for delivery and are, thus, allocated a greater share of the funding. The other two primary funding formulas allocate graduate tuition and state support based on credit hours in fee-paying categories (tuition) and type of course taught based on cost of instruction (state support). As a college teaches more of the share of total credit hours, it receives a larger share of the incremental funding. Conversely, if a college's share of the hours taught declines, the college's allotted share of incremental funding will correspondingly decline. Colleges will receive their share of revenue on indirect research cost recovery, based upon the college's share of research revenue. Fee revenue from learning technology, course and program fees are provided directly to colleges.

Support units are funded through a combination of central tax, specific activity-based assessments charged to colleges and an overhead rate charged to auxiliary and earnings units. The central tax, assessments and overhead charges are designed to provide the funds necessary to maintain support services such as payroll services, central human resource services, and student life services. Support units are generally ineligible for marginal revenue changes because the funding formulas rely on credit hours taught; instead, support units must request additional funding during the annual budget process to support new services or mandates.

Auxiliaries and earnings units are expected to operate at a break even or better margin and generally do not receive general fund support. One exception is the Office of Student Life which does receive general fund support via special Student Activity, Ohio Union and Recreational Facility fees that were enacted to specifically advance the student experience.

Regional campuses develop their own individual campus budgets primarily based on the student tuition and fees received from the regional campus students, the State Share of Instruction they expect to collect and costs directly incurred to operate those campuses.

Traditionally, university-wide initiatives and special requests by colleges and support units are funded through the formal budget process or through central reserves established to fund campus-wide projects that benefit the entire population or advance the mission of the university. For fiscal 2017, the formal support

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office budget request process was reinstated giving the support offices the ability to request funding for expansion of existing activities or new activities that meet the university's mission.

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Appendix

COLUMBUS CAMPUS TUITION AND STATE SHARE OF INSTRUCTION HISTORY

Year	Resident Undergraduate Tuition (1)	Percent Change	Total Non-resident	Percent Change	Undergraduate SSI	Percent Change	Total State Share of Instruction (000's) (2)	Percent Change
1997	\$3,468	6.0%	\$10,335	5.3%			\$283,012	3.5%
1998	\$3,687	6.3%	\$10,896	5.4%			\$297,551	5.1%
1999	\$3,906	5.9%	\$11,475	5.3%			\$305,161	2.6%
2000	\$4,137	5.9%	\$12,087	5.3%			\$312,839	2.5%
2001	\$4,383	5.9%	\$12,732	5.3%			\$317,721	1.6%
2002	\$4,788	9.2%	\$13,554	6.5%	136,728		\$305,389	-3.9%
2003	\$5,691	18.9%	\$15,114	11.5%	134,991	-1.3%	\$300,064	-1.7%
2004	\$6,651	16.9%	\$16,638	10.1%	115,193	-14.7%	\$299,998	0.0%
2005	\$7,542	13.4%	\$18,129	9.0%	131,545	14.2%	\$301,898	0.6%
2006	\$8,082	7.2%	\$19,305	6.5%	132,609	0.8%	\$305,588	1.2%
2007	\$8,667	7.2%	\$20,562	6.5%	137,054	3.4%	\$314,597	2.9%
2008	\$8,676	0.1%	\$21,285	3.5%	149,176	8.8%	\$330,269	5.0%
2009	\$8,679	0.0%	\$21,918	3.0%	163,479	9.6%	\$362,682	9.8%
2010	\$8,726	0.5%	\$22,298	1.7%	190,550	16.6%	\$391,658	8.0%
2011	\$9,420	8.0%	\$23,604	5.9%	191,552	0.5%	\$390,830	-0.2%
2012	\$9,735	3.3%	\$24,630	4.3%	161,909	-15.5%	\$329,548	-15.7%
2013	\$10,037	3.1%	\$25,445	3.3%	163,749	1.1%	\$331,829	0.7%
2014	\$10,037	0.0%	\$25,757	1.2%	163,537	-0.1%	\$334,394	0.8%
2015	\$10,037	0.0%	\$26,537	3.0%	155,904	-4.7%	\$330,878	-1.1%
2016	\$10,037	0.0%	\$27,365	3.1%	158,399	1.6%	\$341,582	3.2%
2017(3)	\$10,037	0.0%	\$28,229	3.2%	164,735	4.0%	\$354,078	3.7%

(1) Resident Undergraduate Tuition includes instructional, general, and mandatory fees.

(2) 2015 state share of instruction based on main campus proportion after regional campus allocation.

(3) 2017 estimated based on 4.0% increase to state wide state share of instruction adjusted for anticipated decline in subsidy for professional level medicine.

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**UNDERGRADUATE TUITION & FEES - AY 2017  
FULL-TIME RATE BY CAMPUS AND RESIDENCY**

Campus	Resident*	Non-Resident**	Resident % Chg	Non-Res % Chg
1-Columbus	\$10,036.80	\$28,228.80	0.0%	3.2%
3-Lima	\$7,140.00	\$25,332.00	0.0%	3.5%
4-Mansfield	\$7,140.00	\$25,332.00	0.0%	3.5%
5-Marion	\$7,140.00	\$25,332.00	0.0%	3.5%
6-Newark	\$7,140.00	\$25,332.00	0.0%	3.5%
8-ATI	\$7,104.00	\$25,296.00	0.0%	3.5%

\*Resident=instructional + mandatory fees.

\*\*Non-Resident=instructional + non-resident surcharge (5% increase) + mandatory fees. Excludes International Surcharge of \$498/term for students enrolled prior to August 2015 and \$966/term for those students enrolled August 2015 and after.

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APPENDIX LXX

**BACKGROUND**

**Topic:** User Fees and Charges for Fiscal Year 2017

**Context:** Ohio State takes a holistic approach to affordability, as demonstrated by the university's continued focus on the total cost of attendance. The proposal for fiscal year 2017 user fees and charges, in concert with tuition and fee decisions that were approved by the Board of Trustees in April, reflect this priority.

- The university will offer a comprehensive freeze for undergraduates on in-state tuition, mandatory fees, housing and dining for a second straight year. This step in fiscal year 2016 was the first comprehensive freeze in at least 40 years.
- The new dining plans that were introduced in fiscal year 2016 have been enhanced for fiscal year 2017, and the rate for each plan is proposed to remain flat. This would be the second straight year of a freeze on meal plan rates.
- Student health insurance rates will increase for both domestic and international students, both to cover rising health care costs and to reflect new federal requirements. The university's student health insurance plan is available to all students, but the vast majority of U.S. students use outside health plans.

**Summary:**

- Approval of dining plans and rates
- Approval of student health insurance rates

**Requested of Finance Committee:** Approval of the attached resolution regarding Fiscal Year 2017 User Fees and Charges

June 3, 2016 meeting, Board of Trustees

**Approval of Fiscal Year 2017 User Fees and Charges**

- I. Student Fees Overview
- II. Student Life Fees

June 3, 2016 meeting, Board of Trustees

## **I. Student Fees Overview**

In addition to regular instructional and general fees, student fees generally include differential fees, selected clinical and other program fees, regional campus fees, user fees, administrative fees and laboratory, program and learning technology fees. This proposal addresses dining fees and student health insurance rates. All proposed fee rates will be effective autumn semester of fiscal year 2017.

### User Fees

Proposed user fee rates are shown in Section II. These include:

- Meal Plan Rates - Freeze the cost of the dining plans that were originally developed for fiscal year 2016 and offer additional flexibility to students. The design of these plans has been enhanced for fiscal year 2017, a new plan has been added to the offerings and two underutilized plans have been discontinued based on student feedback.
- Student Health Insurance - Increase rates to cover rising health care costs and to bring parity for domestic and international students as is required under a provision of the Affordable Care Act. The cost of the fiscal year 2017 plans will be the same for domestic and international students but because they were differentiated in fiscal year 2016, the increases amount to 7.8% for domestic students and 16.0% for international students.

## **II. Student Life and Designated User Fees**

### Meal Plan Rates for Fiscal Year 2017

The university established new meal plans in the fiscal year 2016 academic year to increase flexibility for students, enhance affordability and offer a rollover feature for dining dollars. To refine these plans, the university studied options implemented at other large universities. The Dining Review Committee, an 11-person university committee that included students and staff, was formed to review the proposed plans for fiscal year 2017.

This review was designed to recommend changes that would address:

- Simplification of the overall plan structure
- Simplification of the existing plans
- Affordability and value
- Food security
- Flexibility

Highlights of changes being introduced for 2016-2017:

- Introduce a declining balance plan for sophomores and above
- Eliminate the Buckeye 5 and Access 7 plans, the least popular plans in fiscal year 2016 for students who lived on campus
- Enhance the value and simplify the variety of "meal exchange" options by increasing the value of a single exchange to \$8 in campus retail restaurants, an increase of \$3, and eliminating another program, the Visit Exchange
- Increase dining dollars' discount at campus retail restaurants from 10% to 35%, and provide a similar discount (about 35%, depending on the meal) off the door price at Traditions locations
- Maintain the current 10% discount at the three campus convenience stores
- Convert Carmen 1 & 2 plans to declining balance plans

June 3, 2016 meeting, Board of Trustees

The following charts outline the proposed dining plan costs, which will be the same as the current plans.

This proposal involves only fiscal year 2017 board rates as listed in the chart below.

For comparison purposes, the chart also includes the fiscal year 2017 room rates as approved by the Board of Trustees in April 2016. Undergraduate room rates have been frozen for fiscal year 2017.

The Ohio State University Proposed 2017 Board Rates and Approved 2017 Room Rates				
<b>Predominant Undergraduate Room and Board Rates</b>				
<b>Board</b>		<b>FY 2016</b>	<b>FY 2017</b>	<b>Change</b>
Buckeye 5	(5 Meals per week/\$1,800 Dining Dollars/\$200 BuckID)	\$4,030	N/A	N/A
Unlimited	(Unlimited Meals/\$200 Dining Dollars)	\$3,700	\$3,700	0.0%
Scarlet 14	(14 Meals per week/\$400 Dining Dollars/\$300 BuckID) <sup>1</sup>	\$4,516	\$4,516	0.0%
Gray 10	(10 Meals per week/\$400 Dining Dollars/\$300 BuckID) <sup>1</sup>	\$3,790	\$3,790	0.0%
Access 7	(7 Meals per week/\$600 Dining Dollars/\$150 BuckID)	\$2,590	N/A	N/A
Declining Balance	(\$2,620 Dining Dollars)	N/A	\$4,030	N/A
Off-Campus, Commuter, and Summer Term Options				
Carmen 1 <sup>2</sup>	(\$267 Dining Dollars)	\$410	\$410	0.0%
Carmen 2 <sup>2</sup>	(\$520 Dining Dollars)	\$800	\$800	0.0%
<b>Room</b>		<b>FY 2016</b>	<b>FY 2017</b>	<b>Change</b>
Rate I	(air-conditioned doubles w/semi-private or suite bath, singles, apartment-style)	\$7,876	\$7,876	0.0%
Rate II	(air-conditioned quads w/suite bath, doubles w/corridor bath)	\$6,560	\$6,560	0.0%
Rate III	(non air-conditioned doubles, triples, and quads w/corridor bath)	\$6,130	\$6,130	0.0%
Summer Term Options				
Daily		\$35	\$35	0.0%
4-Week Session		N/A	\$983	N/A
6-Week Session		N/A	\$1,475	N/A
8-Week Session		N/A	\$1,966	N/A
Summer Term		\$2,950	\$2,950	0.0%
<b>Room and Board Combined</b>		<b>FY 2016</b>	<b>FY 2017</b>	<b>Change</b>
Rate I with Unlimited Plan		\$11,576	\$11,576	0.0%
Rate II with Unlimited Plan		\$10,260	\$10,260	0.0%
Rate III with Unlimited Plan		\$9,830	\$9,830	0.0%
<b>Other Approved Room Rates</b>				
Buckeye Village two bedroom apartment, excluding utilities	Per month	\$665	\$675	1.5%
Gateway studio apartment	Per month	\$896	\$914	2.0%

<sup>1</sup>Description reflects adjustments to Dining Dollars for FY 2017

<sup>2</sup>Description reflects FY 2017 plan, which has been converted to a declining balance plan.

June 3, 2016 meeting, Board of Trustees

### Comparitive Board Rates

The charts below show the proposed board rate for the most common meal plan among Ohio public universities and our Big Ten peers.

Ohio Board Rates (Most common meal plan)	Academic Year		\$ Change	% Change
	2015-16	2016-17 Proposed (per web and phone survey)		
Ohio	\$5,564	\$5,676	\$112	2.0%
Miami <sup>a</sup>	\$5,650	\$4,800	(\$850)	-15.0%
Cincinnati	\$4,320	\$4,406	\$86	2.0%
Kent State	\$3,870	\$3,960	\$90	2.3%
Bowling Green	\$3,780	\$3,856	\$76	2.0%
<b>Ohio State (Gray 10 plan)</b>	<b>\$3,790</b>	<b>\$3,790</b>	<b>\$0</b>	<b>0.0%</b>
Akron	\$3,948	\$3,664	(\$284)	-7.2%
Toledo	\$3,572	TBD	n/a	n/a
Youngstown State (board only data not available)				

<sup>a</sup> Residential Fee, previously included in Board plan, has been restructured and is now part of the room rate

<sup>b</sup> Decrease due to restructuring of meal plans in 2016-2017

Big Ten Board Rates (Most common meal plan)	Academic Year		\$ Change	% Change
	2015-16	2016-17 Proposed (per web and phone survey)		
Northwestern	\$6,108	\$6,334	\$226	3.7%
Michigan State	\$5,562	\$5,715	\$153	2.8%
Rutgers	\$4,690	\$4,760	\$70	1.5%
Illinois	\$4,440	\$4,560	\$120	2.7%
Purdue	\$4,554	\$4,554	\$0	0.0%
Penn State	\$4,430	\$4,520	\$90	2.0%
Maryland	\$4,413	\$4,454	\$41	0.9%
Nebraska	\$4,250	\$4,300	\$50	1.2%
Michigan	\$4,146	\$4,270	\$124	3.0%
<b>Ohio State (Gray 10 plan)</b>	<b>\$3,790</b>	<b>\$3,790</b>	<b>\$0</b>	<b>0.0%</b>
Minnesota	\$3,700	\$3,788	\$88	2.4%
Indiana	\$3,250	\$3,300	\$50	1.5%
Iowa	\$3,140	\$3,234	\$94	3.0%
Wisconsin	\$2,980	\$3,075	\$95	3.2%

June 3, 2016 meeting, Board of Trustees

### Comparative Room and Board Rates

The charts below provide the most common room and board plans at Ohio State and other Ohio public universities and with the Big Ten.

Ohio Room and Board Rates (Most common double room and meal plan)	Academic Year		\$ Change	% Change
	2015-16	2016-17 Proposed (per web and phone survey)		
Ohio	\$11,934	\$12,268	\$334	2.8%
Miami <sup>a</sup>	\$11,498	\$12,060	\$562	4.9%
<b>Ohio State (Rate I housing and Gray 10 dining)</b>	<b>\$11,666</b>	<b>\$11,666</b>	<b>\$0</b>	<b>0.0%</b>
Cincinnati	\$10,750	\$10,964	\$214	2.0%
Kent State	\$10,334	\$10,720	\$386	3.7%
Akron <sup>b</sup>	\$10,968	\$10,684	(\$284)	-2.6%
Bowling Green	\$10,100	\$10,306	\$206	2.0%
Youngstown State	\$8,990	\$8,990	\$0	0.0%
Toledo	\$10,404	TBD	n/a	n/a

<sup>a</sup> Residential Fee, previously included in Board plan, has been restructured and is now part of the room rate

<sup>b</sup> Decrease due to restructuring of meal plans in 2016-17

Big Ten Room and Board Rates (Most common double room and meal plan)	Academic Year		\$ Change	% Change
	2015-16	2016-17 Proposed (per web and phone survey)		
Northwestern	\$14,123	\$14,646	\$523	3.7%
Rutgers	\$12,054	\$12,253	\$199	1.7%
<b>Ohio State (Rate I housing and Gray 10 dining)</b>	<b>\$11,666</b>	<b>\$11,666</b>	<b>\$0</b>	<b>0.0%</b>
Maryland	\$10,991	\$11,259	\$268	2.4%
Michigan	\$10,554	\$10,872	\$318	3.0%
Nebraska	\$10,310	\$10,670	\$360	3.5%
Illinois	\$10,348	\$10,628	\$280	2.7%
Penn State	\$10,150	\$10,460	\$310	3.1%
Indiana	\$9,795	\$10,041	\$246	2.5%
Iowa	\$9,685	\$9,975	\$290	3.0%
Michigan State	\$9,474	\$9,735	\$261	2.8%
Purdue	\$9,414	\$9,414	\$0	0.0%
Wisconsin	\$8,828	\$9,074	\$246	2.8%
Minnesota	\$8,744	\$9,058	\$314	3.6%

**Student Health Insurance**

Ohio State students are required to carry health insurance, but U.S. students may choose among outside providers or the university's student health plan. The vast majority of U.S. students - about 87% - use outside insurance. Health care costs continue to rise for the Ohio State community for both employees and students.

Under Affordable Care Act regulations effective for the 2016-2017 policy year, the university must set the same rate for international and domestic students because a single risk pool rate setting methodology is used. Although international and domestic students will pay the same rates in 2016-2017, this requirement results in a higher percentage increase for the international student rate.

Following are the recommended rates for students.

Description	Period	2015-16	2016-17 proposed	Percent Change	Dollar Change (per period)	Academic Year Total
<b>Comprehensive Health Plan for Domestic Students</b>						
Student	Semester	\$1,277	\$1,377	7.8%	\$100	\$200
Student & Spouse	Semester	\$2,554	\$2,754	7.8%	\$200	\$400
Student & Children	Semester	\$3,831	\$4,131	7.8%	\$300	\$600
Student & Family	Semester	\$5,108	\$5,508	7.8%	\$400	\$800
Student - Summer Only	Term	\$638	\$688	7.8%	\$50	
Student & Spouse - Summer Only	Term	\$1,276	\$1,376	7.8%	\$100	
Student & Children - Summer Only	Term	\$1,914	\$2,064	7.8%	\$150	
Student & Family - Summer Only	Term	\$2,552	\$2,752	7.8%	\$200	
<b>Comprehensive Health Plan for International Students</b>						
Student	Semester	\$1,187	\$1,377	16.0%	\$190	\$380
Student & Spouse	Semester	\$2,374	\$2,754	16.0%	\$380	\$760
Student & Children	Semester	\$3,561	\$4,131	16.0%	\$570	\$1,140
Student & Family	Semester	\$4,748	\$5,508	16.0%	\$760	\$1,520
Student - Summer Only	Term	\$593	\$688	16.0%	\$95	
Student & Spouse - Summer Only	Term	\$1,186	\$1,376	16.0%	\$190	
Student & Children - Summer Only	Term	\$1,779	\$2,064	16.0%	\$285	
Student & Family - Summer Only	Term	\$2,372	\$2,752	16.0%	\$380	
<b>WilceCare Supplemental Plan</b>	Year	\$225	\$225	0.0%	\$0	



THE OHIO STATE UNIVERSITY

## Dining and Student Health Insurance

Recommendations for 2016-17

Finance Committee | June 2, 2016



THE OHIO STATE UNIVERSITY

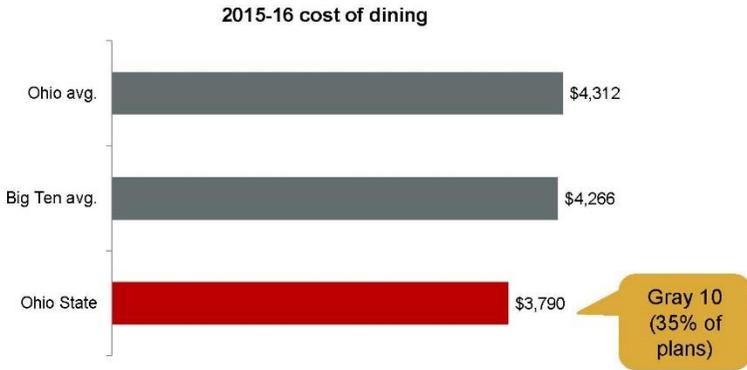
### Status report: 2016-2017 tuition and fees

Type	Status
Tuition: In-state undergraduate	➤ Freeze (approved in April)
Mandatory fees	➤ Freeze (approved in April)
Course, program, learning tech fees	➤ Freeze (approved in April)
International fee	➤ Freeze (approved in April)
Base graduate tuition	➤ Freeze (approved in April)
Out-of-state tuition	➤ Increase 3.2% (5% surcharge approved in April)
Housing	➤ Freeze (approved in April)
Differentials for graduate and professional programs	➤ Varies based on market comparisons (approved in April)
Dining	➤ Recommendation: Freeze and enhanced plans
Student Health Insurance	➤ Recommendation: Increase rates to reflect costs and regulatory requirements



## Cost comparison

Our most popular meal plan is relatively affordable



3



## Background

### Improvements introduced in 2015-16

- New meal plans introduced to increase flexibility and portability
  - Ability to convert credits from traditional halls to other locations
  - Created Dining Dollars, which roll over until graduation
- 2015-16 rates frozen compared with comparable plans

### Further enhancements sought

- 11-person review committee (students and staff) reviewed plans
  - Simplification of the overall plan structure
  - Simplification of the existing plans
  - Affordability and value
  - Food security
  - Flexibility

4



## Recommendations: Plan design

### Committee recommendations for FY17 dining plans

- Reduce the number of plans
  - Eliminate two of the least popular plans from FY16
- Enhance options
  - Introduce Declining Balance plan for sophomores and above
  - Convert Carmen 1 & 2 plans to declining balance plans
- Add value and simplify offerings
  - Increase Dining Dollars discount to 35% at campus retail restaurants and Traditions locations
  - Meal exchanges in retail restaurants now worth \$8 (up \$3)
  - Eliminate another meal exchange option, the Visit Exchange

5



## Recommendations: Pricing

- Freeze prices for existing plans for second straight year
- Ohio State already compares favorably to peers
- Enhance options
  - Introduce Declining Balance plan for sophomores and above
  - Convert Carmen 1 & 2 plans to declining balance plans
- Add value and simplify offerings
  - Increase Dining Dollars discount to 35% at campus retail restaurants and Traditions locations
  - Meal exchanges in retail restaurants now worth \$8 (up \$3)
  - Eliminate another meal exchange option, the Visit Exchange

6



## Recommendation: Pricing

- Freeze prices for existing plans for second straight year

Meal plan (FY2017 components)	FY 2016	FY 2017 proposed	Change
<b>Scarlet 14</b> (14 Meals per week/\$400 Dining Dollars/ \$300 BuckID)	\$4,516	\$4,516	0%
<b>Declining Balance</b> (\$2,620 Dining Dollars)	N/A	\$4,030	N/A
<b>Gray 10</b> (10 Meals per week/\$400 Dining Dollars/ \$300 BuckID)	\$3,790	\$3,790	0%
<b>Unlimited</b> (Unlimited Meals/\$200 Dining Dollars)	\$3,700	\$3,700	0%
<b>Plans for off-campus students</b>			
<b>Carmen 2</b> (2 meals/\$520 Dining Dollars)	\$800	\$800	0%
<b>Carmen 1</b> (1 meal/\$267 Dining Dollars)	\$410	\$410	0%

Note: The Access 7 and Buckeye 5 plans, which had low utilization, will be discontinued

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## The big picture: A comprehensive freeze

- Ohio undergraduates would see no increase for second straight year
  - 2015-16 was first comprehensive freeze in 40 years
- Out-of-state students benefit from most areas of freeze\*
  - mandatory, housing, dining, program, course and learning tech fees

	Change from 2015-16	Cost for 2016-17	Additional cost/year	Pct. of undergraduates who benefit
In-state tuition and mandatory fees	0%	\$10,037	\$0	77%
Housing	0%	\$7,876 (for Rate I, most common room)	\$0	25% (all room plans)
Dining	0%	\$3,790 (for Gray 10, most common plan)	\$0	29% (all meal plans)
Program, course and learning tech fees	0%	Varies	\$0	N/A

Note: Tuition rates approved in April include 3.2% net increase for out-of-state students and 2.9-3% increase for international students

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# Student Health Insurance

9



## Background

- All Ohio State students must have health insurance
  - Domestic (U.S.) students may choose outside providers
    - Most domestic students (87%) use outside insurance
  - International students typically must buy Ohio State's plan
- We must charge the same rate for domestic and international students
  - Affordable Care Act requirement
- Rates are designed to be affordable and keep up with health care costs

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## Recommendation

Increase by 7.8% for U.S. students, and 16% for international students

Comprehensive Health Plan	2016-17 proposed rate	Change for domestic students (7.8% increase)	Change for international students (16.0% increase)
Student	\$2,554	\$200	\$380
Student & Spouse	\$5,108	\$400	\$760
Student & Children	\$7,662	\$600	\$1,140
Student & Family	\$10,216	\$800	\$1,520

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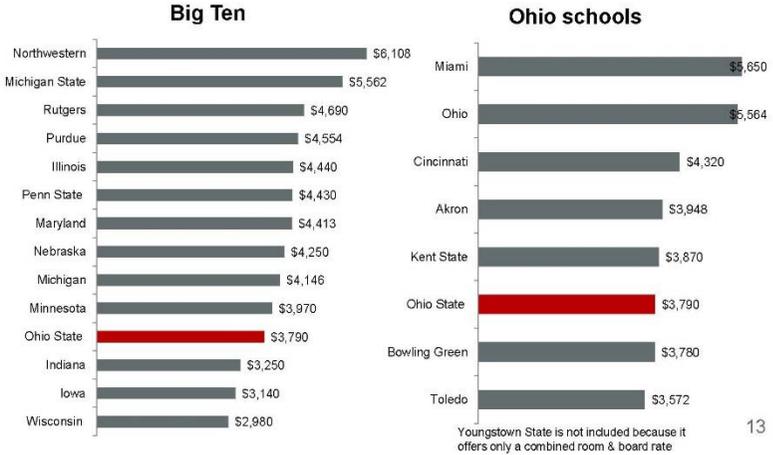
# Appendix

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## Dining comparison

Most common board plans for 2015-2016; Ohio State's is relatively affordable



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## History: Tuition and mandatory fees

Over the past five years, Ohio State has limited tuition increases

Undergraduate	2016-17	Compound Annual Growth Rate since 2012-13
Instructional fee	\$ 9,168	0.0%
General fee	\$ 372	0.0%
Student activity fee	\$ 75	0.0%
Recreation fee	\$ 246	0.0%
COTA fee	\$ 27	0.0%
Ohio Union fee	\$ 149	0.0%
<b>Resident Tuition and Fees</b>	<b>\$ 10,037</b>	<b>0.0%</b>
Non-Resident surcharge	\$18,192	3.7%
<b>Non-Resident Tuition and Fees</b>	<b>\$ 28,229</b>	<b>2.7%</b>
International differential (pre-FY16 students)	\$ 1,000	0.0%
International differential (FY16-> students)	\$ 1,940	Est. FY16
<b>International Tuition and Fees</b>	<b>\$ 29,229 or \$ 30,169</b>	<b>2.2% or 4.0%</b>

0.0% CAGR since 2012-13

2.3% CAGR since 2012-13

CAGR = Compound Annual Growth Rate

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## In-state tuition and fees

Ohio State is among the most affordable schools for state residents

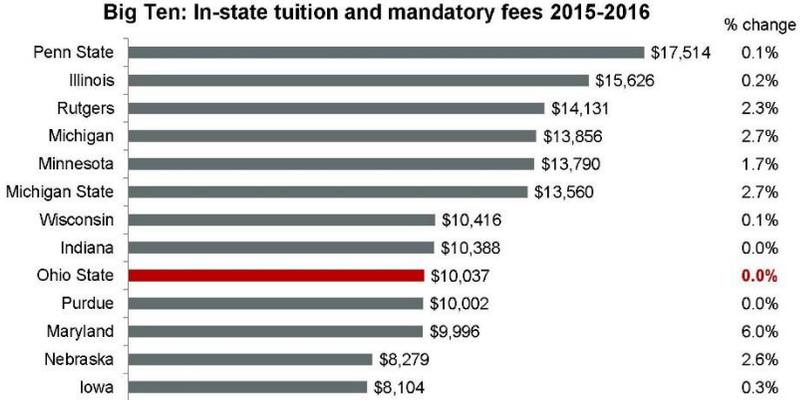


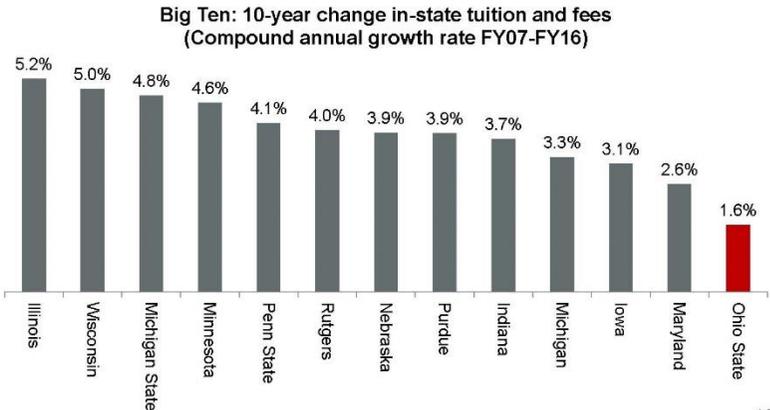
Chart shows Big Ten public universities. Northwestern is excluded.  
Source: Association of American Universities Data Exchange

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## Comparison: Big Ten

Ohio State has controlled in-state tuition more than any school in the Big Ten



Source: Association of American Universities Data Exchange

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## Out-of-state tuition

Ohio State remains a bargain for out-of-state students

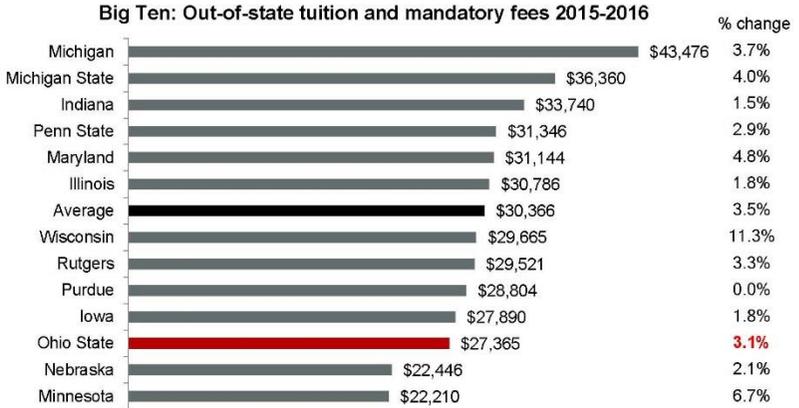


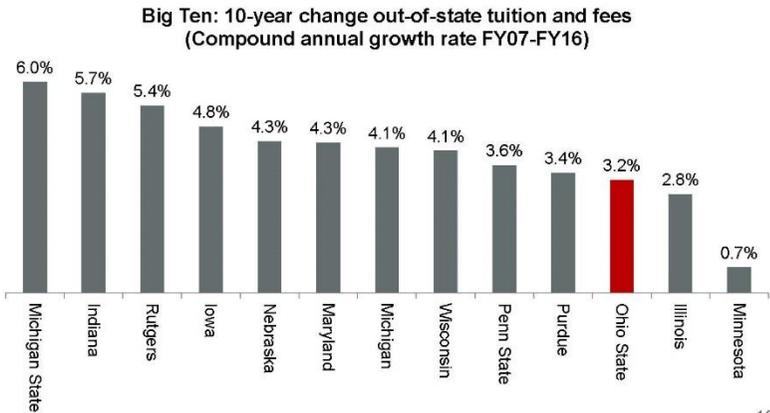
Chart shows Big Ten public universities. Northwestern is excluded.  
Source: Association of American Universities Data Exchange

17



## Comparison: Big Ten

Ohio State has raised out-of-state tuition less than most Big Ten schools



Source: Association of American Universities Data Exchange

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APPENDIX LXXI

**BACKGROUND**

**Topic:** Clarification of review and approval process of divestment for non-economic reasons - Long-Term Investment Pool (LTIP)

**Context:** The Long-Term Investment Pool (LTIP) generates annual distributions to support students, faculty and the broader university community.

In order to meet its fiduciary responsibility to its academic programs and its donors, the university seeks to maximize its investment returns within appropriate levels of risk under guidelines established by the Board of Trustees as granted by the Ohio Revised Code. As a public institution, the university also recognizes a duty to support larger societal objectives as well.

**Requested of Finance Committee:** Approval of the attached resolution, which creates a consistent process for approval of divestment requests for non-economic reasons so that any such divestment requests are recommended through a campus governance process, i.e., student government, University Senate or an appropriate committee or decision-making body. A recommendation must be brought forward for a vote by the Board of Trustees, accompanied by an impact review report from the senior vice president for business and finance regarding the potential impact of the proposed divestment on the LTIP.

**Background:** Current university policy sets two paths for consideration of divestment issues, with different processes based on the size of the potential financial impact of a divestment decision on the LTIP. A revision of the policy is being recommended to bring greater clarity and consistency to the process for any divestment discussion.

The current policy says a divestment request must begin with the campus governance system, and that would not change under the proposed revision. If an appropriate body of the governance system, such as student government, University Senate, or an appropriate committee, recommends divestment for non-economic reasons, current policy calls for the senior vice president and chief investment officer to review the proposal and calculate the cumulative impact to the LTIP over a two-year period.

Under current policy, the next step varies based on whether the cumulative impact over two years is less than or greater than \$5 million:

- If the impact is less than \$5 million, the current policy states the senior vice president may bring the recommendation forward to the president's cabinet for consideration.
- If the impact is greater than \$5 million, the current policy states the senior vice president may bring the recommendation to president's cabinet for consideration, but approval would rest with the Board of Trustees through the Finance Committee.

The proposed policy would create a consistent process for all requested divestments for non-economic reasons whereby they would be brought to the Board of Trustees for consideration. Recommendations must be brought forward for a vote by the Board of Trustees, accompanied by an impact review report from the senior vice president for business and finance regarding the potential impact of the proposed divestment on the LTIP.

APPENDIX LXXII



Affordability & Efficiency

### 2016 Efficiency Reporting Guidance

In the early part of 2015, Gov. John R. Kasich created the Ohio Task Force on Affordability and Efficiency to make recommendations to Ohio's institutions of higher education based on three simultaneous principles 1) to be more efficient both in expense management and revenue generation 2) while offering an education of equal or higher quality and 3) decreasing costs to students and their families. The Task Force met several times during the course of 2015. In October the Task Force issued a report with ten recommendations to advise institutions on efficiency and academic practices which will improve both the quality of education and lower costs for students.

Furthermore, House Bill 64 (Section 369.550) requires each institution's board of trustees to complete an efficiency review, based on the Task Force's recommendations, by July 1, 2016, and submit their findings and implementation plans to the chancellor within 30 days, or by August 1, 2016. For additional information on each category and recommendation, please review the [Action Steps to Reduce College Costs report](#), issued by the Ohio Task Force on Affordability and Efficiency.

This document is intended to provide guidance for institutions' reports to the chancellor, based on the legislation – please modify and add additional detail as necessary. **The institutional efficiency review and the implementation plans captured by this template will serve as the data for 2016 Efficiency Advisory Committee Report. These reports are due August 1, 2016.** In 2017 and moving forward, ODHE will issue a survey to the institutions, based on the Task Force Report, as a status update to the implementation plans and will serve as the Efficiency Advisory Committee report.

Campuses will want to review the template to familiarize themselves with the format and content before beginning. The template is structured into four sections:

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

Any questions can be directed to Sara Molski, Assistant Policy Director at the Ohio Department of Higher Education, at 614-728-8335 or by email at [smolski@highered.ohio.gov](mailto:smolski@highered.ohio.gov).

**The Ohio State University**

**Section I: Efficiency Practices**

**Procurement**

**Recommendation 3A | Campus contracts:** Each institution must require that its employees use existing contracts for purchasing goods and services, starting with the areas with the largest opportunities for savings.

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

Ohio State's strategic procurement program is driven by the dual goals of enhancing services and reducing costs for the university.

Since FY12, this approach has produced cumulative savings of \$190 million by utilizing the university's buying power to drive both savings and quality enhancements. In FY16, the university saved \$50 million through strategic procurement compared with contracted rates in FY12, and contracts also brought other benefits to students in line with President Drake's 2020 Vision. For example, two contracts negotiated this year have allowed the university to redirect \$2.8 million in savings toward student financial aid, and these contracts also provide student internships.

Whether through formal mandates or other means, Ohio State has achieved utilization rates surpassing 95% for some of its most-used contract categories, including office supplies and outbound shipping. This process has enhanced the university's negotiating position in these categories, yielding better prices and services for successive contracts.

For instance, Ohio State first required that employees purchase office supplies through its contracted vendor in 2010, when the utilization rate was approximately 50 percent. By 2015, with near universal utilization of the contract, the university was able to negotiate a new contract that includes \$5 million in savings over seven years, including \$1 million that was distributed as student financial aid.

In the category of copier/printer/multifunction devices, a contract extension yielded \$1.8 million in savings that the university has devoted to student financial aid. Overall, this contract has a blended utilization rate of about 85 percent, with more than 98 percent utilization of the copier/multifunction device aspect. The university continues to enhance utilization of the printer component.

Ohio State is constantly evaluating ways to improve utilization of existing contracts to lower prices and enhance offerings.

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

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

- Copier/printer services
- Computer hardware
- Travel services
- Outbound shipping
- Scientific Supplies and Equipment
- Office Supplies and Equipment

Contract Type	Is the institution participating in joint contracts? [yes, no, plan to]	Include additional explanation here if needed. If the institution chooses not to participate, please explain why.
Copier/printer services	Plan to	The university has a best-in-class contract for copiers, printers and multifunction devices. Ohio State is working with the IUC Purchasing Group to extend these rates to other institutions, ideally through volume guarantees that will reduce costs for all participating institutions.
Computer hardware	Yes	Ohio State utilizes the State of Ohio state term schedule and endorses the IUC Purchasing Group's plan to consider opportunities for joint purchasing of common accessories.
Travel services	Plan to	The university works with a travel management company and is participating in the IUC Purchasing Group's three-phase action plan to develop an opportunity for joint purchasing. Ohio State has already fulfilled the first stage — having a travel management program in place — and will be prepared for the second phase, in which collective data will be captured on usage patterns.
Outbound shipping	Yes	Ohio State utilizes the State of Ohio state term schedule for outbound shipping and supports the IUC Purchasing Group's plan to explore opportunities with inbound shipping.
Scientific supplies & equipment	Plan to	Ohio State is participating in the IUC Purchasing Group's strategy to consider opportunities in specific categories of this area.
Office supplies & equipment	No	Ohio State has generated significant savings on office supplies by ensuring near-universal contract utilization and by employing the process endorsed by the IUC Purchasing Group: focusing our spend on a core list of products.

**Assets and Operations**

**Recommendation 4 | Assets and Operations**

**4A Asset review:** Each institution must conduct an assessment of its noncore assets to determine their market value if sold, leased or otherwise repurposed. Where opportunities exist, colleges and universities must consider coordinating these efforts with other Ohio institutions to reap larger benefits of scale.

**Please provide an overview of the process used for the institution's asset review and the key outcomes below or on additional pages:**

The university has evaluated several assets in recent years to determine whether they were core to the university's academic mission and, if not, their optimal use. They are the university's parking garages and lots, its energy distribution system and the Ohio State University Airport. These are the outcomes for each:

- **Parking:** In 2012, the university leased its parking assets and operations to a private partner for an upfront payment of \$483 million. That payment has been invested in the university's Long-Term Investment Pool. In the first 3.5 years of this 50-year lease, the parking endowment distributed \$83 million for student scholarships, faculty recruitment and hiring, the university's Arts district and to continue support for the Campus Area Bus System, including sustainability improvements. By investing the proceeds, the university will have a long-term, stable source of funding for these priorities.
- **Energy:** The university is currently evaluating the potential of a comprehensive energy project in which a private partner would manage Ohio State's energy operations, perform conservation projects, obtain supply, and contribute to the academic mission by providing scholarships, internships, research support and/or other support for students and faculty. Work on this project will continue into the fall of 2016.
- **Airport:** The university has explored options for the airport in recent years and determined that it is integral to Ohio State's academic mission. The airport is the primary teaching and research laboratory serving the university's Center for Aviation Studies. Students prepare for a variety of careers in aviation, including pilots, airport managers, air traffic controllers, safety inspectors and more. The airport is also home to cutting-edge aviation research conducted by Ohio State students and faculty. Demonstrating the airport's continued importance for aviation education, research and regional economic development activity, the Austin E. Knowlton Foundation donated \$10 million in July 2015 to support upgrades at the airport.

**4B Operations review:** Each institution must conduct an assessment of non-academic operations that might be run more efficiently by a regional cooperative, private operator or other entity. These opportunities must then be evaluated to determine whether collaboration across institutions would increase efficiencies, improve service or otherwise add value.

**Please provide an overview of the process used for the institution's operations review and the key outcomes below or on additional pages:**

The university constantly evaluates opportunities to maximize the benefit of Ohio State assets, including cases where it is appropriate to consider partnerships for non-academic operations. In each case, our goal is maintaining high standards for both quality and efficiency.

As noted above, the university has partnered with a private company to operate its parking system. Beyond that, more than half of Ohio State's custodial services are currently provided by outside partners, and the university is considering the potential of employing an outside partner for comprehensive energy management. The energy project is being considered because of its potential to accelerate progress toward our sustainability goals, including improving campus-wide building energy efficiency by 25 percent within 10 years.

Ohio State always considers how operations fit into the core mission of the university before considering whether a partnership would be appropriate. As a result of this analysis, the university expects to retain internal operations of some areas that are considered a core part of the Ohio State mission. For instance, university housing is integrated with learning and social experiences that are proven factors in student success.

The university will continue to evaluate the best opportunities for efficiencies in areas that are not core to our mission. In these cases, we move forward only when a private partnership would provide clear benefits — in cost, service quality or both — compared with current operations. This careful process is part of Ohio State's ongoing commitment to operational excellence and efficiency.

**4C Affinity partnerships and sponsorships:** Institutions must, on determining assets and operations that are to be retained, evaluate opportunities or affinity relationships and sponsorships that can support students, faculty and staff. Colleges and universities can use these types of partnerships to generate new resources by identifying "win-win" opportunities with private entities that are interested in connecting with students, faculty, staff, alumni or other members of their communities.

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

Ohio State has developed a robust affinity program that generates financial resources, internships, scholarships, discounts and other benefits to students, faculty, staff and alumni of the university. For recent agreements, financial support typically is shared among academic affairs, student life, athletics and the alumni association. Affinity programs have provided support for:

- More than 250 internships
- The Scarlet and Gray financial literacy program
- Classroom improvements to enhance distance learning

The university continues to explore ways to support students, faculty and staff with affinity partnerships.

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

Please identify partnerships and sponsorships in effect for FY2016:

Partnerships/Sponsorships	Description
Nike	Ohio State's 2016 contract extension has a total value of more than \$252 million, with more than \$41 million devoted to support non-athletic initiatives. Benefits include student scholarships, 90 internships over the life of the contract and marketing support for university community events.
Huntington	In 2012, Huntington agreed to a 15-year, \$25 million partnership to become the university's official consumer bank. This partnership has created about 100 paid internships over four years, funding for classroom technology improvements, support for Scarlet and Gray financial advising, and a \$100 million commitment for community lending and investments to support economic development in targeted Columbus neighborhoods.
Nationwide	In 2014, Nationwide agreed to a 10-year, \$17.1 million agreement to be the official insurance sponsor for the university community. Beyond the financial support, this partnership guarantees 40 internships per year and includes a five-year sponsorship of the Risk Institute at the Fisher College of Business.
J. America/Lids	In 2012, J. America and LIDS became the university's official licensed apparel and retail partners with a 10-year, \$97 million agreement. This stabilizes and guarantees funding to programs dependent on licensing income, providing consistent budgeting forecasts.
Coca-Cola	In 2008, Coca-Cola agreed to a 10-year, \$33 million agreement. Among other benefits, \$10 million of the proceeds were used to support the construction of the Ohio Union, reducing student costs by offsetting a portion of the Student Union Fee. This partnership also provides \$370,000 a year to support financial counseling for students as well as initiatives promoting leadership, sustainability and diversity priorities.
UnitedLex	In 2015, the Ohio State Moritz College of Law entered into an affinity agreement in which UnitedLex hires three to five law school graduates into its Legal Residency Program. This residency provides rigorous on-the-job training for recent Moritz graduates, teaching them to help corporations mitigate cyber risk and to manage large-scale corporate litigation and data-intensive discovery. Under the agreement, Moritz also receives support for student scholarships from UnitedLex.

### Administrative

#### **Recommendation 5 | Administrative cost reforms**

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

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

**Has the institution produced a cost diagnostic? If yes, please provide an overview of the process used and the key outcomes.**  
 Yes, Ohio State employed a consultant who produced a report in 2012 identifying key cost drivers and the university has updated this analysis based on current trends.

That study is continuing to inform the 2020 Vision plan to generate \$200 million in efficiencies over five years, as well as specific action steps that the university has already started to implement. In FY16, the university expanded need-based financial aid by \$15 million, with funding provided through administrative efficiencies. For FY17, this grant program for Ohio resident undergraduates will grow to \$20 million and include students at both the Columbus campus and regional campuses.

Actions to address cost drivers include a strategic procurement process that has saved \$190 million over the past five years by streamlining the number of vendors, increasing employees' participation rates in using university contracts and negotiating better partners. The university also has used the diagnostic and subsequent work to redesign its health benefits plan and launch a compensation and classification process to better standardize salaries and wages across the university.

**Please provide details on the result of the assessment. What are the cost drivers, based on the categories above? Please discuss the institution's priority areas that offer the best opportunities for recommendation.**

The diagnostic found that the university must contain costs and explore opportunities to generate additional revenue from sources beyond tuition and taxes to improve its financial condition.

The diagnostic found opportunities to address cost growth while also determining that the academic structure of the university (the number of departments, for example) has not fundamentally changed and that the university's cost structure is near the median for peer institutions.

The primary recommendations involve three areas of addressable spend: human resources, procurement, and administrative efficiencies. The university has

- launched a widespread compensation and classification process to better align costs with the market,
- reduced health care costs by redesigning the university's benefits plan

- made significant improvement in strategic procurement and shared services
- and focused the 2020 Vision plan (for \$200 million in savings over five years) on administrative efficiencies.

Those efforts are ongoing and will take more shape over the coming year.

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

**SB Productivity measure:** The Department of Higher Education developed a common measurement of administrative productivity that can be adopted across Ohio's public colleges and universities. While the measure should be consistent, each institution should have latitude to develop its own standards for the proper level of productivity in its units. This will allow, for instance, for appropriate differences between productivity in high-volume environments vs. high-touch ones.

**What steps has the institution taken to improve the productivity measure score or what are the institution's plans to improve the score?**

Ohio State is committed to operational excellence and efficiency across the university, and we compare well to similar institutions nationally. For example, Ohio State's expenses per FTE student in 2013-14 ranked near the median — 14th — among 30 large land-grant universities nationwide (detail in appendix 1). In a comparison that focuses on non-academic expenses per FTE student, Ohio State ranks 19<sup>th</sup> of 30 (detail in appendix 2).

The university's primary focus is on the bottom line for students, which includes access, affordability and excellence. By these measures, Ohio State delivers strong value: relatively low tuition costs and high levels of student success. In 2014-15, Ohio State's tuition and fees ranked 14<sup>th</sup> among the 30 peers nationally as well as fifth of six selective-admissions universities in Ohio.

The university has not increased in-state undergraduate tuition or mandatory fees since 2012-13, allowing two graduating classes to complete degrees without ever experiencing an increase. For FY16 and FY17, the university was able to also freeze housing and dining, providing a comprehensive freeze for in-state undergraduates. Before these past two years, there had not been a comprehensive freeze in at least 40 years. NOTE: FY17 freeze pending June board action

The university supports the effort to develop an administrative productivity measure for Ohio that could aid in benchmarking operations, but we are concerned that the initial data set would be misleading for anyone seeking to make comparisons.

For one, the data set does not take into account how administrative positions and costs are funded, implying that the costs are borne by students. That is a faulty assumption. Consider our research operation, which is largely funded by federal or private grants. Because research projects provide an academic benefit for students (as well as benefits to the broader community), Ohio State is seeking to grow this area. That would artificially add "administrative costs" under this definition.

Another key consideration is that Ohio State is unique in Ohio, with a breadth and mission unlike those of other institutions. This is reflected in a variety of units captured in this data. For example, Ohio State acts as the umbrella for state organizations such as the State of Ohio Computer Center and OH-TECH. Their employees are technically Ohio State staff because we act as the fiscal agent for these groups to share our economies of scale, but these workers and the costs associated are actually part of a different operation. Likewise,

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Ohio State is unusual nationally in that our Athletics Department is self-funded through ticket sales and other non-fee revenue. In fact, Athletics actually provides more than \$30 million a year to support the academic campus.

Ohio State is committed to work with the state Department of Higher Education and other Ohio's public institutions to develop productivity measures that better account for differences among the group. In the meantime, Ohio State will continue to actively address administrative productivity in concert with the university's 2020 Vision plan to produce \$200 million in administrative efficiencies over five years.

**Has the institution implemented or considered utilizing Lean Six Sigma methodology as a tool to evaluate the institution's processes?**

Yes. Ohio State has an active operational excellence program that is based on the same Lean Six Sigma techniques used by the state auditor's performance audit team.

Our dedicated efficiency experts identify opportunities where the university can save money, add more value or otherwise improve how we do our work. In addition, our OE@OSU program is actively training leaders throughout the university in operational excellence techniques, so our efficiency team now includes 154 trained individuals. This growing team is creating a deeper culture of operational excellence throughout Ohio State.

- OE@OSU projects have saved or avoided \$16.5 million and eliminated more than 49,500 hours of non-value added work in FY14 and FY15.
- The benefits of operational excellence projects tend to build on one another — simplifying one process allows you to address down-stream ones — so our OE program is continually expanding its reach.

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**5C Organizational structure:** Each institution should, as part or as a consequence of its cost diagnostic, review its organizational structure in line with best practices to identify opportunities to streamline and reduce costs. The institutional reviews also should consider shared business services — among units or between institutions, when appropriate — for fiscal services, human resources and information technology.

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

Yes. The university's cost diagnostic found that while the academic structure of the university had not significantly changed, there are opportunities to streamline nonacademic areas. This is one of the focuses of the 2020 Vision plan over the next five years.

Already, Ohio State has expanded its shared services operation to streamline operations, increase efficiencies and reduce costs. For example, a procurement shared service center combined the administrative offices of Advancement, the Office of Academic Affairs, Student Life, the Office of the President, Business and Finance, Legal Affairs, Government Affairs, and the Board of Trustees. We have also taken the first steps to create a full service center (fiscal, HR, payroll, and procurement) by combining Business and Finance with the Office of Legal Affairs. Through these initiatives, we have reduced operating costs by \$345,000.

In addition, central Human Resources has embarked on an HR Service Delivery project in which it is standardizing work to streamline and improve consistency. This project is examining interactions with the service centers and assessing current state organizational structures and processes.

For information technology, Ohio State has implemented an Enterprise IT Services program that has reduced costs and streamlined operations through consolidated services. To date, seven campuses, units or administrative offices have shifted away from standalone IT units to a university service, saving a combined total of \$1.3 million (an average of 23%) in annual operating costs while improving service and enhancing data security. The seven areas include the Lima and Mansfield campuses, the Wexner Center for the Arts, and the Office of Human Resources, Business & Finance, Administration & Planning, and International Affairs.

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

**5D Health-care costs:** Like other employers, colleges and universities have experienced rapid growth in health-care costs. To drive down costs and take advantage of economies of scale, the Department of Higher Education has convened a working group to identify opportunities to collaborate. While no information on healthcare costs is required in this year's survey, please feel free to share ideas that the institution believes may be helpful for the working group to consider.

**(Optional) Has the institution identified any healthcare reforms that the working group should consider? Please describe.**

Ohio State recommends the following approaches

- Incorporate more concepts of consumerism, with robust transparency tools for price and quality
- Utilize narrow custom or tiered networks
- Implement bundled provider payments / shared savings arrangements
- Enhanced plan utilization management and coordination of care, including evidence-based decision support and prior authorization and broad condition step-therapy programs

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

- Redirecting specialty medications to be filled at OSU's Specialty Pharmacy, where more favorable pricing has been negotiated vs. what is available through our Pharmacy Benefit Manager contract with Express Scripts.
  - Cost savings estimated by repricing prior claims utilizing greater discounts off average wholesale price obtained from OSU Specialty Pharmacy
- Implementing prior authorization and claim processing rules to address significant increase in Rx claims cost for compounded medications.
  - Cost savings estimated by trending forward average costs for compound medications that were incurred prior to the implementation of authorization and processing rules and comparing against actual claims experience incurred after these were put into place
- Performing a market analysis, as permitted in the Pharmacy Benefit Manager contract, to compare pricing in the existing contract to current market and renegotiating existing contract to incorporate more favorable terms revealed by the analysis.
  - Cost savings estimated by repricing prior claims utilizing greater discounts off AWP pricing and improved rebates under the new contract
- Implementing a closed formulary with an exclusive agent or step therapy for a specialty medication to obtain the deepest rebates and 0% price increases.
  - Cost savings estimated by taking the difference in cost between the exclusive agent with guaranteed lower pricing and the competing medication treatment available in the market and multiplying by the projected number of patients to be treated
- Conducting dependent eligibility verification to ensure that any covered dependent on any health care plan meets the plan's eligibility requirements.
  - Cost savings estimated by taking the number of covered dependents deemed ineligible and removed from coverage and multiplying by the plan's average per member per year annual cost for a dependent
- Participating in purchasing collaboratives to leverage more volume from other state entities to obtain better rates.
  - Cost savings estimated by repricing prior claims and/or administrative fees utilizing better rates obtained from volume purchasing contracts

**5E Data centers:** Institutions must develop a plan to move their primary or disaster recovery data centers to the State of Ohio Computer Center (SOCC).

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

In 2014, Ohio State agreed on a partnership to move the university's central data systems to the State of Ohio Computing Center. This has allowed the university to avoid \$40 million in capital costs and to save \$1 million a year in operating costs. The move, which was completed in 2015, involves hundreds of virtual and physical machines that support enterprise resource planning, learning management, email and other critical systems.

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

**5F Space utilization:** Each Ohio institution must study the utilization of its campus and employ a system that encourages optimization of physical spaces.

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

The university's BuckIQ analytics tool uses Seat & Section report data to compare student enrollments per section, enrollment capacity for each class and the capacity of the physical space. These details help staff to make informed decisions about whether to increase the enrollment capacity for some sections, open a new section, or stop enrollment in certain sections to balance student-to-instructor ratio across sections.

On a broader level, the university has embarked on its Framework 2.0 master planning process, which is designed to optimize and enhance the campus based on current and future needs. Part of this process includes a review of current building conditions and needs.

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

Users of the BuckIQ system include the College Arts & Sciences at Ohio State, our largest college on campus with more than 40 departments and the largest Arts & Sciences college in the country. Their deans use Seat & Section on a regular basis in the weeks leading up to a new semester for insights into (re)deployment of faculty for efficient use of instruction, closing and opening classes as necessary.

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

### Energy

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

**What energy efficiency projects has the institution implemented or enhanced within fiscal year 2016?**

Project	Collaborative Partnership(s)	Explanation
Five-building ECM project		Completed energy conservation improvements aimed at reducing energy utilization intensity by 30% at five high-use buildings: Physics Research Building, Biomedical Research Tower, Scott Laboratory, RPAC and Veterinary Medical Center
Marion campus efficiencies	Collaboration between Ohio State at Marion and Marion Technical College	Converted campus lighting to LED and reduced usage through computerized lighting controls, upgraded the HVAC equipment implemented a zero waste program. Together, these measures are expected to save at least \$45,000 for the shared campus of Ohio State Marion and Marion Technical College. Through efficiencies, the joint utilities budget has not increased in three fiscal years.

## Section II: Academic Practices

### Recommendation 6 | Textbook Affordability

**6A Negotiate cost:** Professional negotiators must be assigned to help faculty obtain the best deals for students on textbooks and instructional materials, starting with high-volume, high-cost courses. Faculty must consider both cost and quality in the selection of course materials.

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

Ohio State abides by the Higher Education Opportunity Act of 2015, which requires universities to specify textbooks for courses at least two weeks before online registration window opens. This ensures students have time to seek the best price for a textbook. This provision also supports wider availability of used textbooks.

In addition, the university has been working with our bookstore partner, Barnes & Noble, to identify best practices for lowering student costs. Ohio State is now working with faculty on an initiative to order materials earlier — a change that could produce significant savings by allowing the bookstore to obtain optimal pricing.

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

**6B Standardize materials:** Institutions must encourage departments to choose common materials, including digital elements, for courses that serve a large enrollment of students.

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

Ohio State has been developing online versions of the most popular general education courses to increase availability for students. Since 2014, 23 online GE courses have been developed, providing students with additional flexibility in scheduling. These courses can speed the time to degree for existing Ohio State students and provide an important access point for high-school students interested in College Credit Plus.

In addition, the university anticipates that students will save nearly \$1 million in the 2016-17 academic year through 17 digital textbook (or digital course materials replacing textbooks) projects currently in development through [Affordable Learning Exchange](#) grants.

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

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**6C Develop digital capabilities:** Institutions must be part of a consortium to develop digital tools and materials, including open educational resources, that provide students with high-quality, low-cost materials.

**Please explain your efforts to develop digital tools and materials.**

The Ohio State University is a member of Unizin, a nonprofit consortium owned by universities that develops digital resources and tools for higher education. For instance, Ohio State is deploying the learning management system Canvas for online courses, providing immediate usability benefits to faculty and about 4,000 students. Long-term, Unizin schools will all benefit from the potential to easily share materials across a common platform.

By virtue of Ohio State's membership in Unizin, other colleges and universities in Ohio can join for an annual fee. Members can make use of shared tools and materials that Unizin develops or acquires based on level of entry into the consortium.

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

### Recommendation 7 | Time to Degree

**7A Education campaign:** Each institution must develop a coordinated campaign to educate its full-time undergraduates about the course loads needed to graduate on time (two years for most associate degrees and four years for most bachelor's degrees).

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

Ohio State's "[Finish in Four](#)" initiative, which is delivered through orientation and academic advisors, emphasizes the course loads needed to complete a bachelor's degree in four years. This program both emphasizes the time to degree and the cost to the student: "You will pay less by taking at least 15 credit hours per semester. There is no additional tuition per credit hour charged for hours between 12 and 18. So if you take only 12 hours, you will pay for every credit hour. If you take 15 hours, you will get 3 free credit hours each semester, saving you an entire year's worth of tuition."

As noted above, Ohio State's tuition structure provides a significant financial incentive for students to take full course loads (15 credit hours per semester) instead of the minimum required to be a full time student (12 credit hours per semester).

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

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**7B Graduation incentive:** Institutions should consider establishing financial incentives to encourage full-time students to take at least 15 credits per semester.

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

No. The university determined that other initiatives, particularly expanded and data-driven advising, would have a more significant impact on graduation rates.

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

Ohio State has among the highest graduation rates (83 percent of first time, full-time undergraduates complete within six years) among public universities nationwide. Given our student population, the university is focused on academic advising and other means to improve students' time to degree. An incentive is unlikely to significantly improve graduation rates.

**7C Standardize credits for degree:** Institutions should streamline graduation requirements so that most bachelor's degree programs can be completed within 126 credit hours or less and an associate degree programs can be completed within 65 credit hours or less. Exceptions are allowed for accreditation requirements.

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

Yes. Virtually all (99%) of Ohio State's 398 undergraduate programs require either the university's minimum of 121 semester hours or require the amount needed for accreditation. Only four programs maintain more than 121 hours to maintain quality standards, and these programs are working to align their credit hours with the university minimum.

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

**7D Data-driven advising:** Institutions should enhance academic advising services so that students benefit from both high-impact, personalized consultations and data systems that proactively identify risk factors that hinder student success.

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

Ohio State is addressing data-driven advising through a partnership of EAB's Student Success Collaborative (SCC). The university will be using data to help identify students before they begin to struggle academically and before their time-to-degree is significantly increased. Expanded use of predictive analytics will help to ensure that students stay enrolled, make suitable progress toward a degree, and graduate in a time consistent with their goals. The timeline for phase one of the pilot implementation is August 2016.

Ohio State is a member of the University Innovation Alliance, a consortium of 11 public research universities dedicated to improving access and affordability, and reducing the time in which students complete degrees.

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

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**7E Summer programs:** Each campus must develop plans to evaluate utilization rates for summer session and consider opportunities to increase productive activity. In particular, institutions should consider adding summer-session options for high-demand classes and bottleneck courses that are required for degree completion.

**Please provide details on the results of the assessment. In particular, please address whether the campus added summer session options for high-demand and bottleneck classes.**

The university has revamped the structure of its summer term to create more opportunities for coursework that could reduce students' time to degree. The new, more flexible summer structure allows for courses that run four, six, eight or 12 weeks, providing more options. The new structure was implemented in summer 2016, and the diversity of courses offered is expected to increase over the coming years.

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

**7F Pathway agreements:** Ohio institutions should continue to develop agreements that create seamless pathways for students who begin their educations at community or technical colleges and complete them at universities.

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

Ohio State attracted 941 transfer students from Ohio community colleges in the fall of 2015, reflecting the university's commitment to creating pathways for students that support their success. Our Columbus campus has an extensive articulation agreement with Columbus State Community College, which in concert with other transfer initiatives, has made Columbus State the largest single feeder of students to Ohio State.

In addition, Ohio State's four regional campuses have nine articulation agreements with their co-located technical colleges. These offer students at the technical colleges a pathway to complete a two-year degree in certain academic areas (Registered Nurse, Human Services, Dental Hygiene, English, etc.) and continue seamlessly to a four-year baccalaureate degree program at Ohio State. The regional campuses are working on negotiating additional pathways with co-located technical colleges.

**Please provide details. In particular, how many articulation agreements does the institution have with other Ohio colleges and universities (either 2+2 or 3+1)?**

See above - 10

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

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**7G Competency-based education:** Institutions should consider developing or expanding programs that measure student success based on demonstrated competencies instead of through the amount of time students spend studying a subject.

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

No, but the university employs competency-based approaches in online courses to allow instructors to track how many students have achieved a required learning objective. This approach is enhancing the success of our online courses.

**If applicable, please provide additional details. In particular, how many students does the institution estimate the competency-based education programs will serve?**

**If the institution has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the institution has not implemented this recommendation and does not plan to do so, please provide the rationale.**  
Given Ohio State's student body, our analysis is that competency-based education is not the best focus for enhancements. Instead, we are continually refining our curriculum based on the high standards of our incoming students.

**Recommendation 8 | Course and Program Evaluation**

**8 Duplicative Programs:** Institutions should consider consolidating courses and/or programs that are duplicated at other colleges and universities in their geographic area.

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

Ohio State continually evaluates offerings at its four regional campuses (Lima, Marion, Mansfield, Newark) to ensure they meet the needs of students. An enrollment study of courses for which there are similar courses at a co-located campus found that students are choosing these courses at higher rates than the campus-wide average. These courses were filled to an average of 83 percent capacity, surpassing the average enrollments for courses that have no comparable technical-college offering.

**What courses/programs are currently being shared with other institutions?**

Course/Program	Partnering Institution	Explanation

*Institutions already provided a list of low-enrollment courses to ODHE by January 31. NOTE: this benchmark will be added to the 2017 Institution Efficiency Survey.*

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

**Section III: Policy Reforms**

**Recommendation 10 | Policy Reforms**

**10A Financial advising:** Ohio's colleges and universities should make financial literacy a standard part of students' education.

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

Scarlet and Gray Financial is a peer education-based approach that provides a comprehensive suite of financial wellness services. The program promotes financial literacy and holistic financial wellness through a variety of mediums, including one-on-one coaching sessions, large group presentations, financial education research, and professional development opportunities.

Peer coaches are second, third and fourth-year students responsible for leading one-on-one sessions, giving group presentations, and attending continuing education series. Peer coaches are trained through the Leadership Development Program in their first- and second-year on campus. Through coaching sessions, online education and group presentations, Scarlet and Gray Financial provides financial education to thousands of students annually.

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

**10B Obstacles:** The state Department of Higher Education and/or state legislature should seek to remove any obstacles in policy, rule or statute that inhibit the efficiencies envisioned in these recommendations.

**What legislative obstacles or policy roadblocks, if any, inhibit efficiencies and affordability practices at the institution?**

**Section IV: Cost Savings, Redeployment of Savings & Tangible Benefits to Students**

The following charts allow each institution to report this information. For the first chart, please provide, if applicable, any actual cost savings to the institution for fiscal year 2016 (or expected annual cost savings) for each of the recommendations from the Task Force. (Please note this does NOT include cost avoidance.) Then the institution should indicate "yes" or "no" to the savings being redeployed to lower costs for students in terms of tuition, room and board, and/or student financial aid. If there was no savings or the institutional savings was not redeployed, please indicate "yes" or "no" to the practice providing a tangible benefit to the quality of students' education.

For the second chart, please provide more detail as to how cost savings were deployed, specifically in the following categories: reductions in cost of attendance, student financial aid, student services, investment in efficiency and affordability tools, and student program improvements. Please use the explanation field to provide further detail.

Please use the chart below to capture, if applicable, FY16 cost savings, or expected annual savings, to institutions in actual dollars:

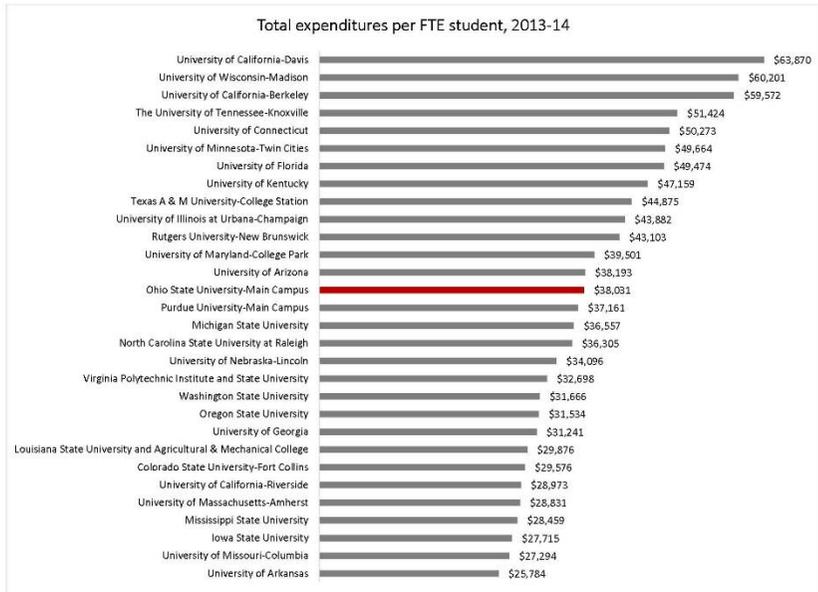
The Ohio State University				
Recommendation	If applicable, provide the actual FY16 cost savings, or expected annual cost savings to the institution <small>*Put NA if no savings</small>	Ohio State uses savings and/or new revenue to support access, affordability and excellence. In many cases, savings and new revenue are distributed to a variety of purposes including the ones listed below. "Yes" answers reflect that some or all proceeds were distributed for this purpose.	Were the savings redeployed to reduce the cost of college for students? (Yes or No)	Or did the practice provide tangible benefits to the quality of students' education? (Yes or No)
<b>Efficiency Practices</b>				
3A: Campus Contracts	\$50 million	Yes – financial aid	Yes – internships	
3B: Collaborative contracts	NA			
4A: Asset Review	\$21.3 million from parking distribution	Yes – financial aid	Yes – Faculty hires and improvements to Arts District (Sullivant Hall)	
4B: Operations Review	(See 4A for parking)	Yes	Yes	
4C: Affinity partnerships and sponsorships	\$22.5 million from Nike (invested in endowment), \$14.3 million from affinity/licensing	Yes – financial aid	Yes – internships, support for campus programs (financial literacy, leadership, etc.)	
5A: Cost diagnostic	\$15 million	Yes – financial aid		
5B: Productivity measure	NA			
5C: Organizational Structure	Not available			
5D: Health-care costs	NA			
5E: Data Centers	\$1 million		Yes – indirectly by freeing resources for the development of online courses and tools	
5F: Space utilization	NA			
Energy projects	NA			
<b>Academic Practices and Policies</b>				
6A: Negotiate cost on textbook affordability	NA	(Savings directly to students)		
6B: Standardize materials	NA		Yes – time to degree	

6C: Develop digital capabilities	NA	(Savings directly to students)	Yes - online learning
7A: Education Campaign	NA	(Savings directly to students from tuition structure that allows up to 18 credit hours at no additional tuition cost)	
7B: Graduation Incentive	NA		
7C: Standardize credits for degrees	NA		
7D: Data-driven advising	NA	(Benefits directly to students through progress to degree)	Yes - effectiveness of students' progress to degree
7E: Summer programs	NA		Yes – Additional opportunities for summer coursework toward degree
7F: Pathway agreements	NA	(Benefits directly to students through access and flexibility)	Yes – Pathway agreements both provide access and to reduce students' costs
7G: Competency-based education	NA		
8: Duplicative courses and programs	NA		
Low-enrollment programs:	NA		
10: Financial advising:	NA	(Benefits directly to students to support good decisions about loans and financial options)	
<b>Total Expected Annual Cost Savings:</b>	\$124.1 million		

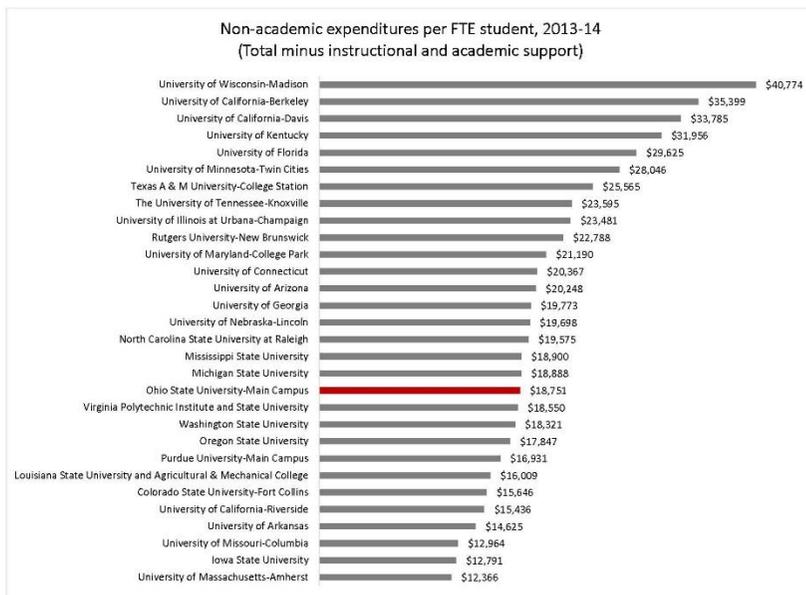
Please utilize the chart below to show how the total actual cost savings listed above were redeployed to either (1) reduce the cost of college for students or (2) to provide tangible benefits for the quality of students' education:

Category	Amount Invested	Explanation
Reductions to the total cost of attendance (tuition, fees, room and board, books and materials, or related costs — such as technology)	Total not available	No increases to in-state tuition and mandatory fees since 2012-13, allowing for thousands of Ohio resident undergraduates to graduate without an increase during their academic career. The expansion of digital and open source course materials have dramatically reduced the cost of individual courses.
Student financial aid	\$18.6 million	Budget cuts to administrative units and savings from procurement contracts helped generate \$15 million in President's Affordability Grants in FY16, which provided financial aid to one-third of the Ohio residents on our Columbus campus. For FY17, the aid program will be expanded to \$20 million and support Ohioans at any Ohio State campus – in Columbus or throughout the state.  Of the annual distributions from the parking endowment, \$3.6 million was distributed in FY16 to support 105 full-ride Eminence Scholarships, 174 Research Scholar Awards, 70 Summer Research Fellows and stipends for 10 Presidential Fellows.
Student success services, particularly with regard to completion and time to degree	Total not available	Investments in financial advising (such as Scarlet and Gray financial), data-driven academic advising, leadership training, and career-development services such as internships have direct and tangible benefits for students.
Investments in tools related to affordability and efficiency	Total not available	Efficiency savings invested in a variety of student-focused initiatives, including increasing access to digital textbooks and online educational options
Improvements to high-demand/high-value student programs	Total not available	Since 2014, 23 popular online general education courses have been developed, providing students with additional flexibility in scheduling. These courses can speed the time to degree.
<i>Add other categories as needed</i>		
Investments in educational quality	\$10 million endowment	Nike contract proceeds were placed in an endowment to support strategic teaching initiatives and other presidential initiatives. One early priority is an institute focused on enhancing the quality of teaching at Ohio State — an investment that will have a direct benefit for students.

### Appendix 1: Expenditures per FTE comparison



**Appendix 2: Non-academic expenditures per FTE comparison**



Source: IPEDS, based on most recent data available

APPENDIX LXXIII

**BACKGROUND**

**TOPICS:** Annual resolution to authorize the university treasurer and/or the university senior vice president for business and finance to undertake a variety of financial transactions on behalf of the university.

**CONTEXT:** This annual resolution is required by the financial institutions with which the university does business. There are no significant changes from last year's annual resolution, however, we are recommending one change to allow the treasurer to empower designees to serve as trustees for deferred gifts.

**SUMMARY:** This resolution will continue the current policies that authorize the university treasurer and senior vice president for business and finance or their designees to provide oversight and signature authority over the function of buying, selling, and transferring of stocks, bonds, and other financial instruments. The resolution continues the authorization that allows the university treasurer and university senior vice president for business to designate depositories and to open accounts at various financial institutions on behalf of the university. In addition, the university treasurer and senior vice president for business and finance or their designees are would retain the authorization to sign agreements for bank financing, underwriting, brokerage, leasing, equipment financing, foreign currency exchange, hedging vehicles including forwards, futures, swaps, options, and other financial advisory services. The university treasurer will continue to serve as trustee for deferred gifts and it is requested that the treasurer have the ability to empower designees to serve as trustees for deferred gifts.

**Requested of the Finance Committee:** Approval of the resolution.

APPENDIX LXXIV

Project Data Sheet for Board of Trustees Approval

**Mack Hall - Restroom Renovations**

OSU-160464 (CNI# 12000781, #15000192)

Project Location: 1698 Neil Avenue

- **approval requested and amount**

professional services	
/construction	\$4.2M
- **project budget**

construction w/contingency	\$3.6M
professional services	\$0.6M
<b>total project budget</b>	<b>\$4.2M</b>



- **project funding**
  - university debt
  - development funds
  - university funds
  - auxiliary funds
  - state funds
- **project schedule**

BoT prof. services/construction approval	06/16
design/bidding	07/16 - 02/17
construction	03/17 - 08/17
- **project delivery method**
  - general contracting
  - design/build
  - construction manager at risk
- **planning framework**
  - this project is included in the FY 2016 Capital Improvement Plan
- **project scope**
  - Mack Hall is a 290 bed residence hall consisting of four wings A, B, C, & D
  - this project will reconfigure the existing common restroom/shower rooms serving wings A & B to private single occupancy restrooms that include a toilet, shower, and sink as well as common areas for community sinks
  - the renovation maintains restroom counts based on an approximate 1 to 6 ratio
  - the restrooms in the C & D wings were renovated in 2009
  - the project will also include electrical upgrades to replace wiring to student rooms
- **approval requested**
  - approval is requested to enter into professional services and construction contracts

- 
- **project team**

University project manager:	Mark Stelzer
AE/design architect:	
General Contract:	

Project Data Sheet for Board of Trustees Approval

**Airport Enhancements - Phase 1 Leasable Hangars**

OSU-160195 (CNI# 1400092, #16000079, #16000080)

Project Location: The Ohio State University Airport

- **approval requested and amount**  
construction w/contingency \$4.6M
- **project budget**  
construction w/contingency \$18.3M  
professional services \$2.0M  
total project budget \$20.3M



- **project funding**
  - university debt
  - development funds
  - university funds
  - auxiliary funds
  - state funds
- **project schedule**

BoT professional services approval	11/15
BoT construction approval - hangars	06/16
BoT construction approval - terminal	TBD
design	12/15 - 12/16
construction	08/16 - 08/18
- **project delivery method**
  - general contracting
  - design/build
  - construction manager at risk
- **planning framework**
  - a scoping study was conducted to identify existing needs as well as future opportunities in the redevelopment of the University Airport Terminal and Flight Education Center
  - project is included in the FY 2016 Capital Improvement Plan for design only at \$2M
  - the FY 2017 Capital Improvement Plan includes \$18.3M in design and construction
- **project scope**
  - this phase of the project will construct four new t-hangar buildings which will add 58 bays of new space to the existing 50 bays, and bid alternate for one clear span hangar building which can accommodate larger aircraft
  - the overall project includes design and construction of Flight Education-Center for Aviation Studies space, Field Base Operation and airport terminal, airport administration space, hangars, and site & utility improvements
- **approval requested**
  - approval is requested to enter into GMP contract for Phase 1 - Leasable Hangars

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• <b>project team</b>	
University project manager:	Nikolina Sevis
AE/design architect:	Moody Nolan Ltd Inc
CM at Risk:	Whiting-Turner Contracting Co

**Project Data Sheet for Board of Trustees Approval**

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**Newark - Residence Hall**

OSU-160054 (CNI# 12000652, #15000010)

Project Location: Newark Campus

- **approval requested and amount**

construction w/contingency	\$11.0M
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- **project budget**

construction w/contingency	\$11.0M
professional services	\$1.9M
<b>total project budget</b>	<b>\$12.9M</b>



- **project funding**
  - university debt
  - development funds
  - university funds
  - auxiliary funds
  - state funds

- **project schedule**

BoT professional services approval	08/15
BoT construction approval	06/16
design/bidding	10/15 - 10/16
construction	07/16 - 07/17

- **project delivery method**
  - general contracting
  - design/build
  - construction manager at risk

- **planning framework**
  - this project is included in the FY 2015 Capital Improvement Plan
  - this project is included on the Newark Campus Framework Plan developed in 2012

- **project scope**
  - this project will construct a new 120 bed residence hall located on the Newark campus
  - the project will also include a meeting/event space to accommodate 300 people, hall support spaces and maintenance spaces
  - this project will be completed with multiple GMPs

- **approval requested**
  - approval is requested to enter into construction contract

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- **project team**

University project manager:	Mark Stelzer
AE/design architect:	Design Group
CM at Risk:	Whiting-Turner Contracting Co

APPENDIX LXXV

**BACKGROUND**

**LOCATION AND DESCRIPTION**

The university is seeking the opportunity to acquire improved real property located at 80 North Drexel Avenue, Bexley, Franklin County, Ohio, Parcel ID #020.001866. The property is zoned R2 Single Family Residential and consists of approximately 1.27± acres and is improved with a single family home and other structures and amenities (collectively, the "Property").

**UNIVERSITY HISTORY OF THE PROPERTY**

On October 27, 2000, The Ohio State University Foundation ("Foundation") acquired the Property from Ronald A. and Ann L. Pizzuti. On August 23, 2007, the Foundation transferred the Property to its wholly owned subsidiary, Clifton Holdings LLC ("Clifton"), and thereafter Clifton entered into a Lease Agreement, effective May 1, 2008, with the university whereby the university leased the Property for use as the president's residence.

Multiple university presidents have lived at the Property since it was acquired by the Foundation in 2000, including the current President Michael Drake who moved in at the end of July 2014. The Property is maintained and operated in a similar manner as other university facilities.

The university wishes to acquire the Property in order to streamline the ownership and operational structure of the Property. It plans to take title in the name of the Board of Trustees. The Foundation completed a full due diligence when it acquired title to the Property in 2000, and the university intends to perform certain updates to this due diligence as appropriate.

**AUTHORIZATION AND APPROVAL**

Authorization is requested to effect the acquisition of the Property upon other terms and conditions negotiated in the best interest of the university. The purchase of the property will be for the benefit of the Office of the President.



Prepared By: The Ohio State University  
01/20/16  
Issue Date: February 17, 2016  
The Ohio State University Board of Trustees

**ACQUISITION OF 1.271 ACRES OF IMPROVED REAL PROPERTY**  
80 NORTH DREXEL AVENUE  
BEXLEY, FRANKLIN COUNTY, OHIO 43209  
PARCEL ID #020-001866

 The Ohio State University



## APPENDIX LXXVII

### **BACKGROUND**

OSU owns approximately 57.7+/- acres of land and agricultural oriented buildings located along the south side of West Case Road, east of Sawmill Road in Columbus, Ohio. Currently, the College of Food, Agricultural, and Environmental Sciences (CFAES) utilizes this property to support research, teaching and outreach functions for Animal Sciences' Columbus-based sheep program. The land base is also used to produce additional forage for beef cattle production. In addition, some of the facilities support Horticulture and Crop Science's agronomy research operations. As part of the CFAES Framework Plan and the faculty-led Animal Facilities Re-Envisioning Committee, the college identified consolidating and reorganizing the sheep production facilities and supporting programs to other OSU property located adjacent to its current location and to livestock production facilities on the Wooster campus. As a result of planned consolidation and reorganization, the facilities and land will no longer be utilized in its current capacity; and there has been no other academic or operational use identified for the West Case Road property. CFAES wishes to sell the property and use portions of the proceeds of the sale to help fund the construction of a new multi-species animal facility at Waterman Agricultural and Natural Resource Laboratory which will enhance the teaching, research, and outreach mission of the college in animal related programs, promote additional collaboration among departments within CFAES, and promote additional collaboration among colleges and service centers within the university (e.g. dining services).

### **LOCATION AND DESCRIPTION**

OSU acquired the property in March 1954 from William F. Lane and Arla M. Lane, husband and wife. The subject property is comprised of approximately 57.7+/- acres on county parcel 590-159023.

### **PROPERTY HISTORY**

The property is titled to the State of Ohio and will require State legislative approval for sale.

### **AUTHORIZATION AND APPROVAL**

Authorization is requested to sell the 57.7+/- acres of land and buildings under terms and conditions that are deemed to be in the best interest of the university.



Prepared By: The Ohio State University  
Geographic Information Systems  
Issue Date: June 1, 2015  
The Ohio State University Board of Trustees

**SALE OF 57.78 ACRES OF IMPROVED REAL PROPERTY**  
**WEST CASE ROAD**  
**COLUMBUS, FRANKLIN COUNTY, OHIO 43235**  
**PARCEL ID #590-159023**



June 3, 2016 meeting, Board of Trustees

#### APPENDIX LXXVIII

##### Appointments/Reappointment of Chairpersons

\*\*ERIC M. ANDERMAN, Chair, Department of Educational Studies, effective June 1, 2016 through June 30, 2020

THOMAS E. JANINI, Interim Director, Agricultural Technical Institute (ATI), effective August 1, 2016 through July 31, 2017

\*\*MARK B. LANDON, Chair, Department of Obstetrics and Gynecology, effective July 1, 2014 through June 30, 2018

VALERIE B. LEE, Acting Chair, Department of African American and African Studies, effective June 1, 2016 through August 31, 2016; Interim Chair, Department of African American and African Studies, effective September 1, 2016 through May 31, 2018

TREVON D. LOGAN, Chair, Department of Economics, effective June 1, 2016 through May 31, 2020

\*\*SANDRA A. STROOT, Interim Chair, Department of Teaching and Learning, effective May 1, 2016 through June 30, 2016

\*\*Reappointments

##### Faculty Professional Leaves

STEPHEN T. ABEDON, Associate Professor, Department of Microbiology (Mansfield), effective Spring Semester 2017

KENNETH D. MADSEN, Assistant Professor, Department of Geography (Newark), effective Fall Semester 2016 and Spring Semester 2017

GUSTAVO M. SCHUENEMANN, Associate Professor, Veterinary Preventive Medicine, effective Spring Semester 2017

SCOTT SWEETLAND, Associate Professor, Department of Educational Studies, effective Spring Semester 2017

##### Faculty Professional Leave - Cancellation

TREVON D. LOGAN, Professor, Department of Economics, effective June 1, 2016

##### Faculty Professional Leave - Correction

ERIK C. NISBET, Associate Professor, School of Communication, effective Autumn Semester 2016

##### Emeritus Titles

JOSEPH A. ALUTTO, Department of Management and Human Resources with the title Professor Emeritus, effective September 1, 2016

DIANE BIRCKBICHLER, Department of French and Italian with the title Professor Emeritus, effective September 1, 2016

June 3, 2016 meeting, Board of Trustees

RICHARD L. BLATTI, School of Music with the title Professor Emeritus, effective September 1, 2016

MARK L. DEBARD, Department of Emergency Medicine with the title Professor-Clinical Emeritus, effective September 1, 2016

LUCIA F. DUNN, Department of Economics with the title Professor Emeritus, effective June 1, 2016

ANTHONY R. DUTTON, Department of English with the title Professor Emeritus, effective September 1, 2016

JOSEPH S. HOGAN, Department of Animal Sciences with the title Professor Emeritus, effective September 1, 2016

BARBARA J. MCGOVERN, Department of English (Mansfield) with the title Associate Professor Emeritus, effective June 1, 2016

DENNIS J. MCTIGUE, College of Dentistry with the title Professor Emeritus, effective September 1, 2016

PATRICK S. OSMER, Department Astronomy with the title Professor Emeritus, effective November 1, 2016

M. JUDITH RADIN, Department of Veterinary Biosciences with the title Professor Emeritus, effective June 1, 2016

NORMAND R. ST-PIERRE, Department of Animal Sciences with the title Professor Emeritus, effective June 1, 2016

STEVEN A. SLACK, Department of Plant Pathology with the title Professor Emeritus, effective September 1, 2016

LANE J. WALLACE, College of Pharmacy with the title Professor Emeritus, effective June 1, 2016

#### Emeritus Titles - Correction

CYNTHIA R. SHUSTER, Ohio State University Extension with the title Associate Professor Emeritus, effective January 1, 2016

#### Promotion, Tenure, and Reappointments

### **COLLEGE OF THE ARTS AND SCIENCES DIVISION OF ART AND HUMANITIES**

#### PROMOTION TO PROFESSOR

Anagnostou, Georgios, Classics, effective June 2, 2016

Delgadillo, Theresa, Comparative Studies, effective June 2, 2016

Fletcher, Angus, English, effective June 2, 2016

Fosler-Lussier, Danielle, School of Music, effective June 2, 2016

Lawrence, Susan, History, effective June 2, 2016

Zuniga Shaw, Norah, Dance, effective June 2, 2016

#### PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

Byram, Katra, Germanic Languages and Literatures, effective June 2, 2016

Itagaki, Lynn, English, effective June 2, 2016

Kolkovich, Elizabeth, English, Mansfield, effective June 2, 2016

June 3, 2016 meeting, Board of Trustees

Lindsey, Treva, Women's, Gender, and Sexuality Studies, effective June 2, 2016  
Rivers, Daniel, History, effective June 2, 2016  
Ruderman, David, English, Newark, effective June 2, 2016  
Rush, George, Art, effective June 2, 2016  
Saunders, Tanya, African-American and African Studies, effective June 2, 2016  
Skinner, Ryan, School of Music, effective June 2, 2016  
Weiner, Isaac, Comparative Studies, effective June 2, 2016  
White, Samuel, History, effective June 2, 2016  
Young, Margaret, School of Music, Lima, effective June 2, 2016  
Zhang, Ying, History, effective June 2, 2016

#### **DIVISION OF NATURAL AND MATHEMATICAL SCIENCES**

##### PROMOTION TO PROFESSOR

Daly, Marymegan, Evolution, Ecology and Organismal Biology, effective June 2, 2016  
Doseff, Andrea, Molecular Genetics, effective June 2, 2016  
Lee, Yoonkyung, Statistics, effective June 2, 2016  
Poirier, Michael, Physics, effective June 2, 2016  
Schumacher, Douglass, Physics, effective June 2, 2016  
Wolfe, Andrea, Evolution, Ecology and Organismal Biology, effective June 2, 2016

##### PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

Alonso, Ana, Molecular Genetics, effective June 2, 2016  
Goldberger, Joshua, Chemistry and Biochemistry, effective June 2, 2016  
Memoli Techera, Roberto Facundo, Mathematics, effective June 2, 2016  
Sullivan, Matthew, Microbiology, effective June 2, 2016

#### **DIVISION OF SOCIAL AND BEHAVIORAL SCIENCES**

##### PROMOTION TO PROFESSOR

King, Ryan, Sociology, effective June 2, 2016  
Mark, Bryan, Geography, effective June 2, 2016  
Martin, Andrew, Sociology, effective June 2, 2016  
Nathanson, Amy, School of Communication, effective June 2, 2016  
Williams, Kristi, Sociology, effective June 2, 2016  
Xiao, Ningchuan, Geography, effective June 2, 2016

##### PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

Bryant, Angela, Sociology, Newark, effective June 2, 2016  
Madsen, Kenneth, Geography, Newark, effective June 2, 2016  
Mills, Monique, Speech and Hearing Science, effective June 2, 2016  
Prakash, Ruchika, Psychology, effective June 2, 2016  
Reczek, Corinne, Sociology, effective June 2, 2016  
Sederberg, Per, Psychology, effective June 2, 2016  
Zheng, Hui, Sociology, effective June 2, 2016

#### **COLLEGE OF DENTISTRY**

##### PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

Kearney, Rachel, effective June 2, 2016

#### **COLLEGE OF DENTISTRY CLINICAL**

##### PROMOTION TO ASSOCIATE PROFESSOR-CLINICAL

Kennedy, Kelly, effective June 2, 2016

##### PROMOTION TO PROFESSOR-CLINICAL AND REAPPOINTMENT

Chien, Hua-Hong (Ben), effective June 2, 2016, and September 1, 2017

June 3, 2016 meeting, Board of Trustees

REAPPOINTMENT

Tervo, Bryan, effective September 1, 2017

**COLLEGE OF EDUCATION AND HUMAN ECOLOGY**

PROMOTION TO PROFESSOR

Glassman, Michael, Educational Studies, effective June 2, 2016

Goodway, Jacqueline, Human Sciences, effective June 2, 2016

Joseph, Laurice, Educational Studies, effective June 2, 2016

Malone, Helen, Educational Studies, effective June 2, 2016

Morgan, Sheila, Educational Studies, effective June 2, 2016

PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

Ding, Lin, Teaching and Learning, effective June 2, 2016

Piasta, Shayne, Teaching and Learning, effective June 2, 2016

**COLLEGE OF EDUCATION AND HUMAN ECOLOGY  
CLINICAL**

PROMOTION TO ASSOCIATE PROFESSOR-CLINICAL

Pinchak, G. James, Educational Studies, effective June 2, 2016

**COLLEGE OF ENGINEERING**

PROMOTION TO PROFESSOR

Fosler-Lussier, John, Computer Science and Engineering, effective June 2, 2016

Gooch, Keith, Biomedical Engineering, effective June 2, 2016

Schafer, Ashley, Austin E. Knowlton School of Architecture, effective June 2, 2016

Sun, Xiaodong, Mechanical and Aerospace Engineering, effective June 2, 2016

Wang, Junmin, Mechanical and Aerospace Engineering, effective June 2, 2016

Wood, David, Chemical and Biomolecular Engineering, effective June 2, 2016

PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

Bond, Michael, Computer Science and Engineering, effective June 2, 2016

Canova, Marcello, Mechanical and Aerospace Engineering, effective June 2, 2016

Prakash, Shaurya, Mechanical and Aerospace Engineering, effective June 2, 2016

Roman, Nicoleta, Computer Science and Engineering, Lima, effective June 2, 2016

Srinivasan, Kannan, Computer Science and Engineering, effective June 2, 2016

Stewart, Christopher, Computer Science and Engineering, effective June 2, 2016

TENURE [AT THE CURRENT RANK OF ASSOCIATE PROFESSOR]

Zhang, Jinsuo, Mechanical and Aerospace Engineering, effective June 2, 2016

**COLLEGE OF ENGINEERING  
CLINICAL**

PROMOTION TO PROFESSOR-CLINICAL

Ramnath, Rajiv, Computer Science and Engineering, effective June 2, 2016

PROMOTION TO ASSOCIATE PROFESSOR-CLINICAL AND REAPPOINTMENT

Burton, Kimberly, Austin E. Knowlton School of Architecture, effective June 2, 2016, and September 1, 2017

**MAX M. FISHER COLLEGE OF BUSINESS**

PROMOTION TO PROFESSOR

Erel, Isil, Finance, effective June 2, 2016

Hou, Kewei, Finance, effective June 2, 2016

Sensoy, Berk, Finance, effective June 2, 2016

June 3, 2016 meeting, Board of Trustees

PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

Bonsall, Samuel, Accounting and Management Information Systems, effective June 2, 2016

Dumas, Tracy, Management and Human Resources, effective June 2, 2016

**MAX M. FISHER COLLEGE OF BUSINESS  
CLINICAL**

REAPPOINTMENT

Inks Jr., Lawrence, Management and Human Resources, effective September 1, 2017

Mitchell, Deborah, Marketing and Logistics, effective September 1, 2017

Pirim, Birsal, Finance, effective September 1, 2017

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

PROMOTION TO PROFESSOR

Cochran, Graham, OSUE County Operations, effective June 2, 2016

Dami, Imed, Horticulture and Crop Science, effective June 2, 2016

Gehrt, Stanley, School of Environment and Natural Resources, effective June 2, 2016

Giusti, M. Monica, Food Science and Technology, effective June 2, 2016

Jang, Jyan-Chyun, Horticulture and Crop Science, effective June 2, 2016

Yu, Zhongtang, Animal Sciences, effective June 2, 2016

PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

Bennett, Pamela, OSUE County Operations, effective June 2, 2016

Bruynis, Christopher, OSUE County Operations, effective June 2, 2016

Clevenger, William, OSUE County Operations, effective June 2, 2016

Lucente, Joseph, OSUE County Operations, effective June 2, 2016

Piermarini, Peter, Entomology, effective June 2, 2016

Watters, Harold, OSUE County Operations, effective June 2, 2016

**COLLEGE OF LAW**

PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

Walker, Christopher, effective June 2, 2016

**COLLEGE OF LAW  
CLINICAL**

PROMOTION TO ASSOCIATE PROFESSOR-CLINICAL AND REAPPOINTMENT

Kelly, Katherine, effective June 2, 2016, and September 1, 2017

Thomason, Charles (Lee), effective June 2, 2016, and September 1, 2017

**JOHN GLENN COLLEGE OF PUBLIC AFFAIRS**

PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

Hassan, Shahidul (Russell), effective June 2, 2016

**COLLEGE OF MEDICINE**

PROMOTION TO PROFESSOR

Crestanello, Juan, Surgery, effective June 2, 2016

Crouser, Elliott, Internal Medicine, effective June 2, 2016

Garg, Vidu, Pediatrics, effective June 2, 2016

Grecula, John, Radiation Oncology, effective June 2, 2016

Huang, Kun, Biomedical Informatics, effective June 2, 2016

Kaspar, Brian, Pediatrics, effective June 2, 2016

Lin, Jiayuh, Pediatrics, effective June 2, 2016

June 3, 2016 meeting, Board of Trustees

Liu, Zhenguo, Internal Medicine, effective June 2, 2016  
Lovett-Racke, Amy, Microbial Infection and Immunity, effective June 2, 2016  
Moffatt-Bruce, Susan, Surgery, effective June 2, 2016  
Nana-Sinkam, Serge, Internal Medicine, effective June 2, 2016  
Pan, Quintin, Otolaryngology-Head and Neck Surgery, effective June 2, 2016  
Vannatta, Kathryn, Pediatrics, effective June 2, 2016

#### PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

Christian, Lisa, Psychiatry and Behavioral Health, effective June 2, 2016  
Das, Jayajit, Pediatrics, effective June 2, 2016  
Deans, Katherine, Surgery, effective June 2, 2016  
Eiferman, Daniel, Surgery, effective June 2, 2016  
Fedorov, Vadim, Physiology and Cell Biology, effective June 2, 2016  
Guo, Deliang, Radiation Oncology, effective June 2, 2016  
Heathcock, Jill, School of Health and Rehabilitation Sciences, effective June 2, 2016  
Keim, Sarah, Pediatrics, effective June 2, 2016  
Kolb, Stephen, Neurology, effective June 2, 2016  
Reiter, Paul, Internal Medicine, effective June 2, 2016  
Rodino-Klapac, Louise, Pediatrics, effective June 2, 2016  
Schmitt, Laura, School of Health and Rehabilitation Sciences, effective June 2, 2016  
Torrelles, Jordi, Microbial Infection and Immunity, effective June 2, 2016  
White, Peter, Pediatrics, effective June 2, 2016  
Whitson, Bryan, Surgery, effective June 2, 2016  
Williams, Terence, Radiation Oncology, effective June 2, 2016  
Woyach, Jennifer, Internal Medicine, effective June 2, 2016

#### PROMOTION TO ASSOCIATE PROFESSOR (WITHOUT TENURE)

Kilic, Ahmet, Surgery, effective June 2, 2016

#### TENURE [AT THE CURRENT RANK OF ASSOCIATE PROFESSOR]

Huerta, Timothy, Family Medicine, effective June 2, 2016  
Lincoln, Joy, Pediatrics, effective June 2, 2016

### **COLLEGE OF MEDICINE CLINICAL**

#### PROMOTION TO PROFESSOR-CLINICAL

Dean, Steven, Internal Medicine, effective June 2, 2016  
Gorgas, Diane, Emergency Medicine, effective June 2, 2016  
Hayes, Jr., Don, Pediatrics, effective June 2, 2016  
Kegelmeyer, Deborah, School of Health and Rehabilitation Sciences, effective June 2, 2016  
Kerlin, Bryce, Pediatrics, effective June 2, 2016  
Khayat, Rami, Internal Medicine, effective June 2, 2016  
Klatt, Maryanna, Family Medicine, effective June 2, 2016  
Ledford, Cynthia, Internal Medicine, effective June 2, 2016  
Schwaderer, Andrew, Pediatrics, effective June 2, 2016  
Sweet, Kevin, Internal Medicine, effective June 2, 2016

#### PROMOTION TO PROFESSOR-CLINICAL AND REAPPOINTMENT

Evans, Cynthia, Obstetrics and Gynecology, effective June 2, 2016, and September 1, 2017  
Freimer, Miriam, Neurology, effective June 2, 2016, and September 1, 2017  
Lozanski, Gerard, Pathology, effective June 2, 2016, and September 1, 2017  
Ramirez, Nilsa, Pathology, effective June 2, 2016, and September 1, 2017  
Reber, Kristina, Pediatrics, effective June 2, 2016, and September 1, 2017

#### PROMOTION TO ASSOCIATE PROFESSOR-CLINICAL AND REAPPOINTMENT

Balada-Liasat, Joan-Miquel, Pathology, effective June 2, 2016, and September 1, 2017

June 3, 2016 meeting, Board of Trustees

Harzman, Alan, Surgery, effective June 2, 2016, and September 1, 2017

Hundley, Andrew, Obstetrics and Gynecology, effective June 2, 2016, and September 1, 2017

Isley, Michelle, Obstetrics and Gynecology, effective June 2, 2016, and September 1, 2017

Pyatt, Robert, Pathology, effective June 2, 2016, and September 1, 2017

Varekojis, Sarah, School of Health and Rehabilitation Sciences, effective June 2, 2016, and September 1, 2017

#### PROMOTION TO ASSOCIATE PROFESSOR-CLINICAL

Adkins, Eric, Emergency Medicine, effective June 2, 2016

Allain, Dawn, Internal Medicine, effective June 2, 2016

Ardura, Monica, Pediatrics, effective June 2, 2016

Bajwa, Rajinder, Pediatrics, effective June 2, 2016

Baum, Rebecca, Pediatrics, effective June 2, 2016

Buoni, William, Family Medicine, effective June 2, 2016

Christian, Beth, Internal Medicine, effective June 2, 2016

Das, Aneesa, Internal Medicine, effective June 2, 2016

Davis, John, Internal Medicine, effective June 2, 2016

Dittmar, Kristin, Radiology, effective June 2, 2016

Essandoh, Michael, Anesthesiology, effective June 2, 2016

Franco, Veronica, Internal Medicine, effective June 2, 2016

Kahwash, Rami, Internal Medicine, effective June 2, 2016

Letson, Megan, Pediatrics, effective June 2, 2016

MacDonald, James, Pediatrics, effective June 2, 2016

Miller, Timothy, Orthopaedics, effective June 2, 2016

Morales, Ana, Internal Medicine, effective June 2, 2016

Mrozek, Ewa, Internal Medicine, effective June 2, 2016

Norton, John, Anesthesiology, effective June 2, 2016

O'Brien, Nicole, Pediatrics, effective June 2, 2016

Ogbogu, Princess, Internal Medicine, effective June 2, 2016

Panchal, Ashish, Emergency Medicine, effective June 2, 2016

Patel, Anup, Pediatrics, effective June 2, 2016

Roble, Sharon, Internal Medicine, effective June 2, 2016

Ryan, Laura, Internal Medicine, effective June 2, 2016

Shellman, Sondra, Emergency Medicine, effective June 2, 2016

Stasek, Jr., Jerome, Internal Medicine, effective June 2, 2016

Stein, Erica, Anesthesiology, effective June 2, 2016

Stukus, David, Pediatrics, effective June 2, 2016

Tartaglia, Kimberly, Internal Medicine, effective June 2, 2016

Walker, Alison, Internal Medicine, effective June 2, 2016

Yardley, Heather, Pediatrics, effective June 2, 2016

Yates, Andrew, Pediatrics, effective June 2, 2016

Yeager, Nicholas, Pediatrics, effective June 2, 2016

#### REAPPOINTMENT

Ackermann, Wiebke, Anesthesiology, effective September 1, 2017

Adeli, Amir, Neurology, effective September 1, 2017

Alexander, Ian, Orthopaedics, effective September 1, 2017

Allenby, Patricia, Pathology, effective September 1, 2017

Altman, Sarah, Psychiatry and Behavioral Health, effective September 1, 2017

Anantaraman, Lekshmi, Internal Medicine, effective September 1, 2017

Andritsos, Michael, Anesthesiology, effective September 1, 2017

Anthony, Michael, Orthopaedics, effective September 1, 2017

Arnold, Christina, Pathology, effective September 1, 2017

Arnold, William, Neurology, effective September 1, 2017

Audino, Anthony, Pediatrics, effective September 1, 2017

Axelson, David, Psychiatry and Behavioral Health, effective September 1, 2017

Ayoob, Rose, Pediatrics, effective September 1, 2017

Balic, Ivana, Psychiatry and Behavioral Health, effective September 1, 2017

June 3, 2016 meeting, Board of Trustees

Bannerman, Tammy, School of Health and Rehabilitation Sciences, effective September 1, 2017  
Barlow, Jonathan, Orthopaedics, effective September 1, 2017  
Bartholomew, Deborah, Obstetrics and Gynecology, effective September 1, 2017  
Baylis, Adriane, Plastic Surgery, effective September 1, 2017  
Berlan, Elise, Pediatrics, effective September 1, 2017  
Bhatt, Aashish, Radiation Oncology, effective September 1, 2017  
Biller, Elizabeth, Pathology, effective September 1, 2017  
Bishop, Julie, Orthopaedics, effective September 1, 2017  
Blumenfeld, Michael, Obstetrics and Gynecology, effective September 1, 2017  
Bodin, Steven, Pediatrics, effective September 1, 2017  
Brown, Amy, Pediatrics, effective September 1, 2017  
Bryant, Richard, Anesthesiology, effective September 1, 2017  
Burdo-Hartman, Wendelin, Pediatrics, effective September 1, 2017  
Carmin, Cheryl, Psychiatry and Behavioral Health, effective September 1, 2017  
Chen, Joyce, Psychiatry and Behavioral Health, effective September 1, 2017  
Chio, Eugene, Otolaryngology-Head and Neck Surgery, effective September 1, 2017  
Cios, Jacquelyne, Neurology, effective September 1, 2017  
Clutter, Jill, School of Health and Rehabilitation Sciences, effective September 1, 2017  
Cockerham, Sandra, Pediatrics, effective September 1, 2017  
Cohen, Daniel, Pediatrics, effective September 1, 2017  
Cook, Stephanie, Family Medicine, effective September 1, 2017  
Cotten, Steven, Pathology, effective September 1, 2017  
Cripe, Linda, Pediatrics, effective September 1, 2017  
Cua, Clifford, Pediatrics, effective September 1, 2017  
Curtis, Casey, Internal Medicine, effective September 1, 2017  
Daoud, Emile, Internal Medicine, effective September 1, 2017  
Delatore, Luca, Emergency Medicine, effective September 1, 2017  
Dennis, Robyn, Pediatrics, effective September 1, 2017  
Dillhoff, Mary, Surgery, effective September 1, 2017  
Dotson, Jennifer, Pediatrics, effective September 1, 2017  
Dunlevy, Crystal, School of Health and Rehabilitation Sciences, effective September 1, 2017  
Ediger, Tracy, Pediatrics, effective September 1, 2017  
Faraci, Jill, Anesthesiology, effective September 1, 2017  
Fleming, Qian, Anesthesiology, effective September 1, 2017  
Foran, Mark, Emergency Medicine, effective September 1, 2017  
Frey, Heather, Obstetrics and Gynecology, effective September 1, 2017  
Gafford, Ellin, Internal Medicine, effective September 1, 2017  
Galantowicz, Mark, Surgery, effective September 1, 2017  
Gandhi, Bela, Psychiatry and Behavioral Health, effective September 1, 2017  
Giglio, Pierre, Neurology, effective September 1, 2017  
Goist, Melissa, Obstetrics and Gynecology, effective September 1, 2017  
Grenade, Cassandra, Internal Medicine, effective September 1, 2017  
Groce, Jeffery, Internal Medicine, effective September 1, 2017  
Hanje, Adam, Internal Medicine, effective September 1, 2017  
Hansen, Jennifer, Pediatrics, effective September 1, 2017  
Hasan, Ayesha, Internal Medicine, effective September 1, 2017  
Hewitt, Geri, Obstetrics and Gynecology, effective September 1, 2017  
Highley, James, Anesthesiology, effective September 1, 2017  
Howard, John, Surgery, effective September 1, 2017  
Hoyle, Joseph, Neurology, effective September 1, 2017  
Hummel, John, Internal Medicine, effective September 1, 2017  
Iyadurai, Stanley, Neurology, effective September 1, 2017  
Jain, Sonu Abhishek, Plastic Surgery, effective September 1, 2017  
James, Arthur, Obstetrics and Gynecology, effective September 1, 2017  
Jonesco, Michael, Internal Medicine, effective September 1, 2017  
Joy, Brian, Pediatrics, effective September 1, 2017  
Kasick, David, Psychiatry and Behavioral Health, effective September 1, 2017

June 3, 2016 meeting, Board of Trustees

Kassem, Sophia, Psychiatry and Behavioral Health, effective September 1, 2017  
Kataki, Maria, Neurology, effective September 1, 2017  
Keder, Lisa, Obstetrics and Gynecology, effective September 1, 2017  
Kelly, Crystal, Internal Medicine, effective September 1, 2017  
Kennedy, Melanie, Emergency Medicine, effective September 1, 2017  
Kirkpatrick, Robert, Internal Medicine, effective September 1, 2017  
Kisanuki, Yasushi, Neurology, effective September 1, 2017  
Kman, Nicholas, Emergency Medicine, effective September 1, 2017  
Kostyk, Sandra, Neurology, effective September 1, 2017  
Kovalchin, John, Pediatrics, effective September 1, 2017  
Krishna, Somashekar, Internal Medicine, effective September 1, 2017  
Kuntz, Kristin, Psychiatry and Behavioral Health, effective September 1, 2017  
Kynyk, Jessica, Internal Medicine, effective September 1, 2017  
Larry, John, Internal Medicine, effective September 1, 2017  
Lawrence, Alec, Anesthesiology, effective September 1, 2017  
Layman, Rachel, Internal Medicine, effective September 1, 2017  
Lehman, Norman, Pathology, effective September 1, 2017  
Levin, Douglas, Internal Medicine, effective September 1, 2017  
Lewis, Kristen, Internal Medicine, effective September 1, 2017  
Li, Guibin, Internal Medicine, effective September 1, 2017  
Li, Zaibo, Pathology, effective September 1, 2017  
Lindsey, David, Surgery, effective September 1, 2017  
Lipps, Jonathan, Anesthesiology, effective September 1, 2017  
Lipscomb, Eric, Anesthesiology, effective September 1, 2017  
Liscytsky, Christina, Internal Medicine, effective September 1, 2017  
Lloyd, Eric, Pediatrics, effective September 1, 2017  
Lloyd, Julia, Pediatrics, effective September 1, 2017  
Lowery, Deborah, Anesthesiology, effective September 1, 2017  
Lteif, Ghada, Psychiatry and Behavioral Health, effective September 1, 2017  
Lutmer, Jeffrey, Pediatrics, effective September 1, 2017  
Lynn, Deborah, Neurology, effective September 1, 2017  
Madhoun, Hareth, Internal Medicine, effective September 1, 2017  
Mani, Matharbootham, Anesthesiology, effective September 1, 2017  
Massick, Susan, Internal Medicine, effective September 1, 2017  
Matrka, Laura, Otolaryngology-Head and Neck Surgery, effective September 1, 2017  
Mayerson, Joel, Orthopaedics, effective September 1, 2017  
McConnell, Erin, Internal Medicine, effective September 1, 2017  
McFarlane, Daniel, Internal Medicine, effective September 1, 2017  
McLaughlin, William, Ophthalmology and Visual Science, effective September 1, 2017  
McNally, Kelly, Pediatrics, effective September 1, 2017  
Mikulik, Zhanna, Internal Medicine, effective September 1, 2017  
Mitzman, Jennifer, Emergency Medicine, effective September 1, 2017  
Monson, Erik, Orthopaedics, effective September 1, 2017  
Moore, Jared, Internal Medicine, effective September 1, 2017  
Morgan-Followell, Bethanie, Pediatrics, effective September 1, 2017  
Mukku, Sindhu, Internal Medicine, effective September 1, 2017  
Mumtaz, Khalid, Internal Medicine, effective September 1, 2017  
Mytinger, John, Pediatrics, effective September 1, 2017  
Needleman, Bradley, Surgery, effective September 1, 2017  
Newman, Lorian, Obstetrics and Gynecology, effective September 1, 2017  
Norton, Kavitha, Internal Medicine, effective September 1, 2017  
Oas, John, Neurology, effective September 1, 2017  
Olshefski, Randal, Pediatrics, effective September 1, 2017  
O'Malley, David, Obstetrics and Gynecology, effective September 1, 2017  
Orsinelli, David, Internal Medicine, effective September 1, 2017  
Otto, Bradley, Otolaryngology-Head and Neck Surgery, effective September 1, 2017  
Pakalnis, Ann, Pediatrics, effective September 1, 2017  
Park, Ariane, Neurology, effective September 1, 2017  
Paul, Christopher, Emergency Medicine, effective September 1, 2017

June 3, 2016 meeting, Board of Trustees

Paul, Grace, Pediatrics, effective September 1, 2017  
Peil, Sheryl, Internal Medicine, effective September 1, 2017  
Pham, Nhung, Emergency Medicine, effective September 1, 2017  
Plotner, Alisha, Internal Medicine, effective September 1, 2017  
Prasad, Vinay, Pathology, effective September 1, 2017  
Pulver, Francine, Physical Medicine and Rehabilitation, effective September 1, 2017  
Quick, Adam, Neurology, effective September 1, 2017  
Rabidoux, Paula, Psychiatry and Behavioral Health, effective September 1, 2017  
Rangarajan, Hemalatha, Pediatrics, effective September 1, 2017  
Reed, Suzanne, Pediatrics, effective September 1, 2017  
Reeves I, Kevin, Psychiatry and Behavioral Health, effective September 1, 2017  
Reynolds, Harold, Physical Medicine and Rehabilitation, effective September 1, 2017  
Ristev, Goran, Anesthesiology, effective September 1, 2017  
Ristev, Sonia, Anesthesiology, effective September 1, 2017  
Roggenbuck, Jennifer, Internal Medicine, effective September 1, 2017  
Rohl, Jacqueline, Obstetrics and Gynecology, effective September 1, 2017  
Rosen, Maggie, Obstetrics and Gynecology, effective September 1, 2017  
Rowland, Daniel, Pediatrics, effective September 1, 2017  
Sahlani, Lydia, Emergency Medicine, effective September 1, 2017  
Sasso, Uma, Anesthesiology, effective September 1, 2017  
Schaffir, Jonathan, Obstetrics and Gynecology, effective September 1, 2017  
Schamess, Andrew, Internal Medicine, effective September 1, 2017  
Scharre, Douglas, Neurology, effective September 1, 2017  
Schoenfield, Lynn, Pathology, effective September 1, 2017  
Seabrook, Ruth, Pediatrics, effective September 1, 2017  
Shana' ah, Arwa, Pathology, effective September 1, 2017  
Shinoka, Toshiharu, Surgery, effective September 1, 2017  
Spencer, John, Pediatrics, effective September 1, 2017  
Stahl, David, Anesthesiology, effective September 1, 2017  
Steingass, Katherine, Pediatrics, effective September 1, 2017  
Strafford, Jessica, Psychiatry and Behavioral Health, effective September 1, 2017  
Strafford, Katherine, Obstetrics and Gynecology, effective September 1, 2017  
Streby, Keri, Pediatrics, effective September 1, 2017  
Tapyrik, Sarah, Internal Medicine, effective September 1, 2017  
Thomas, Andrew, Internal Medicine, effective September 1, 2017  
Todd, Michael, Orthopaedics, effective September 1, 2017  
Trout, Wayne, Obstetrics and Gynecology, effective September 1, 2017  
Vandana, Pankhuree, Psychiatry and Behavioral Health, effective September 1, 2017  
Vetter, John, Physical Medicine and Rehabilitation, effective September 1, 2017  
Virk, Subhdeep, Psychiatry and Behavioral Health, effective September 1, 2017  
Waddell, Valerie, Obstetrics and Gynecology, effective September 1, 2017  
Walker, Jon, Internal Medicine, effective September 1, 2017  
Wallihan, Rebecca, Pediatrics, effective September 1, 2017  
Walsh, Katherine, Internal Medicine, effective September 1, 2017  
Walton, Jennifer, Pediatrics, effective September 1, 2017  
Weiss, Raul, Internal Medicine, effective September 1, 2017  
Wenzke, Jeffrey, Internal Medicine, effective September 1, 2017  
Werman, Howard, Emergency Medicine, effective September 1, 2017  
Yee, Lisa, Surgery, effective September 1, 2017

#### **COLLEGE OF MEDICINE RESEARCH**

##### **REAPPOINTMENT**

Akagi, Keiko, Molecular Virology, Immunology and Medical Genetics, effective September 1, 2017  
Ariza, Maria, Molecular Virology, Immunology and Medical Genetics, effective September 1, 2017  
Chakroborty, Debanjan, Pathology, effective September 1, 2017

June 3, 2016 meeting, Board of Trustees

Hade, Erinn, Biomedical Informatics, effective September 1, 2017

Hu, Zhiwei, Surgery, effective September 1, 2017

Nakamura, Tatsuya, Molecular Virology, Immunology and Medical Genetics, effective September 1, 2017

Pekarsky, Yuri, Molecular Virology, Immunology and Medical Genetics, effective September 1, 2017

Rajaram, Murugesan, Microbial Infection and Immunity, effective September 1, 2017

Sarkar, Chandrani, Pathology, effective September 1, 2017

Sharma, Sudarshana, Molecular Virology, Immunology and Medical Genetics, effective September 1, 2017

Wei, Lai, Biomedical Informatics, effective September 1, 2017

Yang, Yuhong, Neurology, effective September 1, 2017

Young, Nicole, Neuroscience, effective September 1, 2017

Yu, Lianbo, Biomedical Informatics, effective September 1, 2017

#### **COLLEGE OF NURSING**

##### **PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE**

Landers, Timothy, effective June 2, 2016

#### **COLLEGE OF NURSING CLINICAL**

##### **REAPPOINTMENT**

Thomas Jones,Carolynn, effective September 1, 2017

#### **COLLEGE OF OPTOMETRY**

##### **PROMOTION TO PROFESSOR**

Walline, Jeffrey, effective June 2, 2016

#### **COLLEGE OF OPTOMETRY CLINICAL**

##### **PROMOTION TO PROFESSOR-CLINICAL**

Davis, Jacqueline, effective June 2, 2016

##### **REAPPOINTMENT**

Earley, Michael, effective September 1, 2017

Goedde, Dawn, effective September 1, 2017

Lai, Nicky, effective September 1, 2017

McDaniel, Catherine, effective September 1, 2017

Pierce, Gilbert, effective September 1, 2017

Zimmerman, Aaron, effective September 1, 2017

#### **COLLEGE OF PHARMACY**

##### **PROMOTION TO PROFESSOR**

Li, Chenglong, effective June 2, 2016

#### **COLLEGE OF PHARMACY CLINICAL**

##### **PROMOTION TO PROFESSOR-CLINICAL**

Mehta, Bella, effective June 2, 2016

##### **REAPPOINTMENT**

Brackett, Carolyn, effective September 1, 2017

June 3, 2016 meeting, Board of Trustees

**COLLEGE OF PHARMACY  
RESEARCH**

REAPPOINTMENT

Kessl, Jacques, effective September 1, 2017

**COLLEGE OF PUBLIC HEALTH**

PROMOTION TO PROFESSOR

Bisesi, Michael, effective June 2, 2016

PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

Andridge, Rebecca, effective June 2, 2016

Foraker, Randi, effective June 2, 2016

Shoben, Abigail, effective June 2, 2016

**COLLEGE OF PUBLIC HEALTH  
CLINICAL**

REAPPOINTMENT

Robbins, Julie, effective September 1, 2017

**COLLEGE OF SOCIAL WORK**

PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

Olate, Rene, effective June 2, 2016

**UNIVERSITY LIBRARIES**

PROMOTION TO PROFESSOR

Murphy, Sarah, effective June 2, 2016

TENURE [AT THE CURRENT RANK OF ASSOCIATE PROFESSOR]

Reese, Terry, effective June 2, 2016

**COLLEGE OF VETERINARY MEDICINE**

PROMOTION TO PROFESSOR

da Costa, Ronaldo, Veterinary Clinical Sciences, effective June 2, 2016

Rajashekara, Gireesh, Veterinary Preventive Medicine, effective June 2, 2016

Toribio, Ramiro, Veterinary Clinical Sciences, effective June 2, 2016

**COLLEGE OF VETERINARY MEDICINE  
CLINICAL**

PROMOTION TO ASSOCIATE PROFESSOR-CLINICAL AND REAPPOINTMENT

Herron, Meghan, Veterinary Clinical Sciences, effective June 2, 2016, and September 1, 2017

Premanandan, Christopher, Veterinary Biosciences, effective June 2, 2016, and September 1, 2017

PROMOTION TO PROFESSOR-CLINICAL AND REAPPOINTMENT

La Perle, Krista, Veterinary Biosciences, effective June 2, 2016, and September 1, 2017

REAPPOINTMENT

Gordon, Eric, Veterinary Preventive Medicine, effective September 1, 2017

Green, Eric, Veterinary Clinical Sciences, effective September 1, 2017

Midla, Lowell, Veterinary Preventive Medicine, effective September 1, 2017

Motta, Tatiana, Veterinary Clinical Sciences, effective September 1, 2017

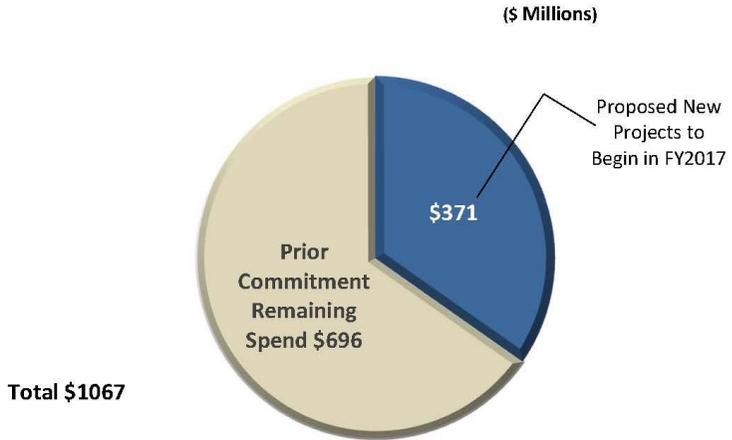
June 3, 2016 meeting, Board of Trustees

Parker, Valerie, Veterinary Clinical Sciences, effective September 1, 2017

Welker, Frank, Veterinary Preventive Medicine, effective September 1, 2017

APPENDIX LXXIX

**FY2017-2021 Capital Investment Plan**



**Table 1 - Prior Commitment - Remaining Spend**

Line	Capital Priority	Projected Capital Expenditures						Total
		FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	
1	North Residential District Transformation	47.2	11.8	0.0	0.0	0.0	0.0	59.0
2	East Regional Chilled Water Plant	7.3	0.9	0.0	0.0	0.0	0.0	8.2
3	WMC - Jameson Crane Sports Med Institute	25.6	2.8	0.0	0.0	0.0	0.0	28.4
4	Pomerene and Oxley Renovations	21.3	25.6	6.4	0.0	0.0	0.0	53.3
5	Vet Hospital Enhancement and Expansion	11.1	4.7	0.0	0.0	0.0	0.0	15.8
6	Athletics - Student-Ath Development Ctr	9.5	15.6	6.7	0.0	0.0	0.0	31.8
7	Athletics - Covelli Multi-Sport Arena	11.9	14.2	3.6	0.0	0.0	0.0	29.7
8	Schott Concourse Reno & New Office Const	12.7	17.1	1.9	0.0	0.0	0.0	31.6
9	330 W 10th Brain and Spine	11.0	2.8	0.0	0.0	0.0	0.0	13.8
10	School of Music-Weigel/Hughes Renovation	0.0	0.0	0.0	1.0	40.0	19.0	60.0
11	Cannon Drive Relocation - Phase I	5.0	20.0	10.2	0.0	0.0	0.0	35.2
12	Roll-up of Small Projects	211.6	105.4	12.4	0.0	0.0	0.0	329.4
	<b>Totals</b>	<b>374.1</b>	<b>220.9</b>	<b>41.1</b>	<b>1.0</b>	<b>40.0</b>	<b>19.0</b>	<b>696.2</b>

## FY2017-2021 Capital Investment Plan

**Table 2 - New Projects Beginning in FY2017**

Line	Capital Priority	Projected Capital Expenditures						Total
		FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	
1	Small Programmatic Cash-Ready Projects	2.0	12.3	4.4	0.0	0.0	0.0	18.7
2	Anticipated Spend for CIP Additions/Changes	0.4	4.8	4.8	0.0	0.0	0.0	10.0
3	WMC - Roll-up of Multiple Cash Ready Projects	4.3	31.6	45.3	37.4	5.4	0.0	124.0
4	Roll-up of Small Infrastructure/RDM Projects	2.8	27.5	25.5	1.4	0.0	0.0	57.2
5	Cannon Drive Transportation Enabling	0.6	0.0	0.0	0.0	0.0	0.0	0.6
6	Koffolt/Fontana Renovation (design only)	0.3	3.3	2.3	0.0	0.0	0.0	5.9
7	Postle Hall Replacement (design only)	0.5	5.3	3.7	0.0	0.0	0.0	9.5
8	Franklin County Extension Office (design only)	0.1	0.4	0.0	0.0	0.0	0.0	0.5
9	Food Security Complex (design only)	0.1	1.1	1.2	0.0	0.0	0.0	2.4
10	Wooster - Swine Teach/Research (design only)	0.1	0.5	0.0	0.0	0.0	0.0	0.6
11	Vet Med Simulation Lab (design only)	0.2	0.3	0.0	0.0	0.0	0.0	0.5
12	Wrestling Practice Facility (design only)	0.3	0.7	0.0	0.0	0.0	0.0	1.0
13	Airport Enhancements (construction)	6.1	7.4	0.0	0.0	0.0	0.0	13.5
14	Airport Hangers (construction)	2.1	2.4	0.0	0.0	0.0	0.0	4.5
15	Optometry Clinic Entrance Remodel	0.2	2.8	3.4	0.0	0.0	0.0	6.4
16	Ohio Stadium Projects Bundle	1.5	10.3	14.6	13.3	1.9	0.0	41.6
17	Wooster - Thorne Infrastructure Enabler	0.1	1.5	1.8	0.0	0.0	0.0	3.4
18	Wooster - Fisher Renovation	0.2	1.3	3.8	3.9	1.8	0.0	11.0
19	WMC - James Floors 10 &12 Build-Out	2.1	14.7	20.8	19.1	2.8	0.0	59.5
<b>Totals</b>		<b>24.0</b>	<b>128.2</b>	<b>131.6</b>	<b>75.1</b>	<b>11.9</b>	<b>0.0</b>	<b>370.8</b>

**Table 3 - Funding for New Projects Beginning in FY2017 by Unit Type**

Line	Unit Type	Funding Sources						Totals by Unit	% by Unit
		Univ Finance	Local Funding	WMC & CoM	State Capital	Fund Raising	Partners		
1	Academic/Academic Support	\$ 5.5	\$ 37.1	\$ -	\$ 58.5	\$ 20.1	\$ 2.3	\$ 123.5	33.3%
2	Student Life	\$ -	\$ 12.6	\$ -	\$ -	\$ 2.0	\$ -	\$ 14.6	3.9%
3	Athletics	\$ 41.6	\$ 1.1	\$ -	\$ -	\$ 1.0	\$ -	\$ 43.7	11.8%
4	Infrastructure	\$ -	\$ 1.8	\$ -	\$ 2.3	\$ -	\$ 0.8	\$ 4.9	1.3%
5	Wexner Medical Center and College of Medicine	\$ -	\$ -	\$ 184.1	\$ -	\$ -	\$ -	\$ 184.1	49.6%
<b>Totals by Funding Source</b>		<b>\$ 47.1</b>	<b>\$ 52.6</b>	<b>\$ 184.1</b>	<b>\$ 60.8</b>	<b>\$ 23.1</b>	<b>\$ 3.1</b>	<b>\$ 370.8</b>	
<b>% by Funding Source</b>		12.7%	14.2%	49.6%	16.4%	6.2%	0.8%		

June 3, 2016 meeting, Board of Trustees