THE OHIO STATE UNIVERSITY

OFFICIAL PROCEEDINGS OF THE

ONE THOUSAND FOUR HUNDRED AND FORTIETH MEETING

OF THE BOARD OF TRUSTEES

Columbus, Ohio, April 3 and 4, 2008

The Board of Trustees met at its regular monthly meeting on Thursday, April 3, and Friday, April 4, 2008, at The Ohio State University Longaberger Alumni House, Columbus, Ohio, pursuant to adjournment.

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Minutes of the last meeting were approved.

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The Chairman, Dr. Cloyd, called the meeting of the Board of Trustees to order on Thursday, April 3, 2008, at 1:10 pm. He requested the Secretary to call the roll.

Present: G. Gil Cloyd, Chairman, Karen L. Hendricks, Dimon R. McFerson, John D. Ong, Douglas G. Borror, Walden W. O'Dell, Alex Shumate, Brian K. Hicks, Robert H. Schottenstein, Alan W. Brass, Algenon L. Marbley, Ronald A. Ratner and Debra J. Van Camp.

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Dr. Cloyd:

So that we are able to conduct the business of this meeting in an orderly fashion, I 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 the quorum proper to conduct the business at hand.

In a moment we will be taking a roll call vote to go into Executive Session. The Board will reconvene this afternoon at 3:30 pm. I hereby move that the Board recess into Executive Session for the purposes of considering personnel matters regarding appointments and compensation and to discuss matters required to be kept confidential by State Statue.

Upon motion of Dr. Cloyd, seconded by Amb. Ong, the Board of Trustees adopted the foregoing motion by unanimous roll call vote, cast by Trustees Cloyd, Hendricks, McFerson, Ong, Borror, O'Dell, Shumate, Hicks, Schottenstein, Brass, Marbley and Ratner.

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Dr. Cloyd reconvened the meeting on Thursday, April 3, 2008, at 3:47 pm.

Present: G. Gil Cloyd, Chairman, Karen L. Hendricks, Dimon R. McFerson, John D. Ong, Douglas G. Borror, Leslie H. Wexner, Walden W. O'Dell, Alex Shumate, Brian K. Hicks, Robert H. Schottenstein, Alan W. Brass, Algenon L. Marbley, Ronald A. Ratner, Christopher Alvarez-Breckenridge and Debra J. Van Camp.

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Dr. Cloyd:

> Good afternoon everyone. So that we are able to conduct the business of this meeting in an orderly fashion, I would ask that all ringers on cell phones and other communication devices be turned off at this time, and I would ask that all members of the audience observe the rules of the quorum proper to conduct the business at hand.
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> We wanted to bring the full Board together today to hear the Medical Center Master Space Plan. Alan Brass, chair of the Medical Affairs Committee, has been working closely with Bill Shkurti and Chip Souba on this plan, so let me call on Alan to see if he has any remarks and to introduce the presentation, Mr. Brass.

Mr. Brass:

Thank you Mr. Chairman, and good afternoon everyone. It is an exciting day as it relates to bringing forward what I am going to call a revised plan. A little while back we decided to step back as a Board and spend some time with Dr. Souba, Mr. Shkurti, myself and many, many others, to take a hard look at this strategic plan that is making up the master facility plan and master strategic plan for our Medical Center here at The Ohio State University. And to be honest with you I'm glad we did, because it is giving us an additional comfort zone along with our Medical Center partners to really poke at this thing and to make sure that we are very comfortable. The reason that is important is this will be the largest facility construction program, if approved, that The Ohio State University has undertaken. In this day in age when healthcare and academic medical centers really have to make sure they have all the T's crossed and all the I's dotted for a plan of this size to be implemented correctly, I think it is time well spent.

A couple things are very important. The program plan and the strategic plan deals not only with the areas of medical importance, and a prioritization of those, but also it deals with the technology. It deals with the facility issues. It deals with the financial issues, and we also have to be cognizant of the human resources issues. All five piece parts make up this plan. If one of them is weak the other four will be weak.

I am happy to tell you that Chip Souba and Bill Shkurti have done a wonderful job pulling together all the piece parts within the University and are very much united on the plan we are bringing forward. That is an important statement. I also want to make sure the Board understands what we are talking about today, to feel comfortable with it, and what we are not talking about today. Today the only thing that is going forward for endorsement is going to be $6.5 million that is part of the ordinary routine capital processes that go on in the Medical Center and $1 million expenditure for electrophysiology. Bill Shkurti will talk about that later.

At the June Board meeting, that is when we will really have to make sure we are absolutely comfortable with this plan, and that's when we will request between $100 million and $110 million to really take this master plan forward. That is important because we are not quite done with everything we have yet to do. We will talk more about what has yet to be done, but a number of sensitivity analysis has yet to be done, and that is going to require additional time because we want to make sure it is done right.

We have used two consultants on this program plan, and they have done a very nice job for us. One is Deloitte, and Jeff Christoff I think is here, sitting over there. Thank you very much Jeff. The other one is Hammes, and Steve Cronin is here, right there behind Jeff. Thank you Steve. We are going to hear from them in June as we bring forward some final plans but I wanted them to listen in to where we are right now as you are being brought up to speed as well with the master program plan. We have activated the project management office, and you will meet the individuals a little later as part of the presentation, who are helping us manage this project because of its size.

I would like to just take a second before I call on our President to say a few words, and recap the eight or nine issues that were really critical to us as Board members, that we had to go back and take another look at. We wanted to make sure that we revalidated the numbers and the strategic plan. We needed to make sure that the strategic plan was lined up correctly, that we had the right elements in it - the volumes. We wanted to take a look both from an external point of view and an internal point of view. We needed to make sure the alignment of priorities was correct. We wanted to make sure what the unresolved issues were, that we could identify those and that we could bring resolution to those. We needed to make sure that the component part of the ambulatory healthcare delivery was in this plan. We needed to finalize the philanthropic support for this plan as to what magnitude a dollar would be part there of. We needed to make sure there was enough dollars for capital equipment not only for the routine capital equipment that we need to operate the Medical Center every year, but also the new capital equipment we have built into this capital project to make sure technology was being brought forward correctly. We needed to make sure what the circuit breakers would be in the event that some of our analysis was wrong, or something happened over this period of time, and the revenue dollars were not as available as we might have thought. Where were the circuit breakers, when do we have to trigger them, and what can we trigger.

We needed to make sure we knew what financial parameters were absolutely critical for us to monitor, to make sure we in fact were staying very steadfast as it relates to our financial capability - EBIDA or days cash on hand, or liquid days cash on hand, or debt to cap ratios, and those type of things. We needed to make absolutely sure that the goals of the Medical Center were lined up with the President's new goals for the University, and we needed to be able to articulate what is not in this plan, so we all understand that. Those were the things that we have been exploring. Those are the things that Dr. Souba, Bill Shkurti and others have really focused on so that we as a Board are comfortable with the answers.

This plan takes us from 2008 to 2014. I call it phase one, and then again from 2014 to 2016. This is a very large capital expenditure. In addition to those dollars that are being referenced today, there are ongoing capital dollars to keep the Medical Center going. One of the things we wanted to explore was - is there enough routine capital dollars to keep everything going in light of the bed crunch and other demands on the current operation. So that was another issue that we have looked into. I will tell you one thing that I did find, and I was very pleased with was that we have no auction rate bonds - thank you Bill Shkurti - to deal with in the credit market, and that we do not have to worry about that. And the other thing that our President and others are working on is to make sure we have the right leadership going forward.

So with that I am going to call on our President to say a few words, and then kick it back to me for a few other comments.

Dr. E. Gordon Gee:

Thank you very much Mr. Brass. Let me just note to the members of the Board that Alan Brass took on this assignment, to chair our committee, not knowing that he was going to become a full time employee of the University, and he has done so with great intelligence, I might add, because I can assure you that he has as sharp a pencil as anyone could possibly have in academic administration of hospitals and academic medical centers. We felt the sharpness of that pencil and we have responded. I can remember being asked at my first official Board meeting, six months ago, if you can believe that, what I thought of this plan. We were moving down the road to develop this plan and - although I am enthusiastic about our academic Medical Center - I raised the question which was that I wanted to make certain this was aligned with the priorities of the institution. That we inadvertently were not going to become Johns Hopkins. Great University as you well know, Johns Hopkins is a huge academic medical center with a very small academic component. We are blessed, by the way, to have a $4 billion budget, half of which is our academic Medical Center which means that we are more balanced than most. But we can quickly lose that balance and we could also quickly lose the momentum of the University if inadvertently we make decisions that would divert our resources, soak up our resources or not wisely use them. That is the reason we went back to recalibrate this plan to make certain that is the case. As you well know we have talked on other occasions about the continuing need to support our undergraduate programs, build new residence halls, renovate; we have talked about the need to support The Colleges of the Arts and Sciences, the heart of this institution; we have talked about the passion that we have for our graduate education; the need for us to make certain that we create the kind of graduate educational programs that are compelling and that will bring us into the forefront; and we need to do that in the context of having a great academic Medical Center. Today I can tell you with all confidence that we will meet all of those goals and still have the ability to be able to move forward with this plan, and that is something that I say to each member of the Board, as a very important component of where we are and what we are about. This is a tribute to the hard work of Alan Brass, Bill Shkurti, Chip Souba and all of our team, and I not only endorse this plan, I believe it is now essential for us in terms of the context for the University to move forward.

Mr. Brass:

Thank you Mr. President. I am going to turn it over to the people who have done all the heavy lifting, and that is Chip Souba and Bill Shkurti. We have an outlined program which you will see up on the screen. At this time, Chip, would you take it away please.

Dr. Wiley W. Souba, Jr:

Thank you very much Mr. Brass, and good afternoon ladies and gentlemen. We appreciate your being here today to hear about what we think is a very exciting part of our future. I am going to spend the next few minutes talking about strategic alignment, and then you will hear from some other members of the team. Recall that our overarching strategic goal, which is listed here, is to become a top 20 academic medical center by the year 2015, and we will do that through advancements in research education and patient care. An integral strategic component of that overarching goal is for our cancer program to become a top ten NCI funded cancer institute, and you will recall that those two complimentary goals are articulated in the memo sent out by Dr. Cloyd to the Medical Center and to the Board last summer.

Why top 20? Why do we put so much importance on moving into that elite group of academic medical centers? The way we think about the value proposition is that rankings and reputation matter. They matter because they attract talented people, and talented people are key because they drive excellence in learning, discovery and healing. But if this triangulation, if you will, is the only way we think about the value proposition we would say it is necessary, but not sufficient in and of itself, the real reason for wanting to be excellent in learning, discovering and healing is because it enhances our ability to improve people's lives. Indeed that is our mission, that is the reason we come to work each day, and it is the ability to improve the lives of other people that makes work more fun and more fulfilling, and increases the commitment of our people, and when people are more committed we are able to attract the right people with the right values and, yet indeed, further increase our commitment to excellence in teaching, research and patient care.

This plan is, we believe, supportive of the overarching University plans and goals. It is consistent with the President's six strategic goals of forging one University, putting students first, ensuring faculty success, recasting the research agenda, supporting our communities and simplifying our systems and structures, and it is aligned with the academic plan which is designed to move the University into the very top tier of public research universities. The plan guides all University priorities and an essential compliment of the plan, recognized that the Medical Center must become top tier. The plan is complex and it involves these five fundamental components; programmatic component, a technology plan, a financial plan, a human resources plan, what we will focus on today is the facilities plan, and that is what my colleagues will share with you over the next 20 to 30 minutes. We want to emphasize to the Board and to the audience that we are in agreement and in alignment. The plan fully integrates the three missions of education, research and patient care. We will move forward with a single balance sheet, and one strategic plan. Again this is grounded in the University's academic plan, and guided by the President's six strategic principles. It is aligned with the Medical Center's six key results areas. Those are the six performance metric areas that we pay attention to on a regular basis. It is also aligned with the governance changes, the bond rating, the financial ratio targets, and the University capital planning. It has been inclusive of University leaders, Boards, Board members and Medical Center leaders, and I am entirely comfortable sharing with the Board that there is 100 percent consensus agreement and alignment amongst the executive sponsors and we have had external validation from the consultants in the audience as well. I will finish by just showing a copy of the memo that the executive sponsors sent to President Gee last week. The memo indicates that we are in full agreement about the priorities and the commitments in this revised version, and moving forward as a single unified front.

It is now my pleasure to introduce to you two key members of our team; Mr. Jay Kasey, who is the interim project director, and Mr. Paul Lentz, who is the lead person from our facilities operations and development group. They will discuss with you the revised facility plan.

Mr. Jay D. Kasey: [PowerPoint presentation]

Thank you Chip, I am Jay Kasey. Paul Lentz and I are here representing the team of people that we call the master space plan team. We are excited about the opportunity to talk to you and we are equally excited about the next meeting we have because we think that you will be even more pleased with the results that we will be able to bring you as we put our component pieces together. Before I leave this slide, I want to mention again the executive sponsors that you see up there. Those people have brought us together and have been very giving with their time, their talent and their direction. That is one of the reasons we are aligned and the team has had good steady progress over the last three or four months since we have been together meeting.

We are going to take about 10 to 15 minutes to walk through the major components of the plan. I want to give you a high level cheat sheet here in that EOC refers to those parts of the plan that are located east of Cannon Drive. Most of you are familiar with the two towers and what we call the diagnostic and treatment spine, which were original components of the original project. Those are all located east of Cannon. On the west of Cannon (WOC), this plan has expanded to locate about 185 thousand square feet of primarily outpatient services and exclusively cancer services. So as we go through the plan here and the component parts you will understand that east of Cannon and west of Cannon represent different elements of the plan.

So here you see, primarily in blue, the new additions that are anticipated east of Cannon and west of Cannon. These additions will be made over a period of years from the component parts that are coming online in these next few months, up until our vision of the final components in 2016. The majority of the plan that we will be talking about today though will be completed in 2014, and that includes the inpatient bed towers and the diagnostic and treatment spine. This is a plan that impacts the entire medical campus. It is complex. It involves our relationship back to north campus, or the academic campus, and all those parts will be discussed this month and in the coming months.

The parts of the plan in the early years include the completion of three elements that you are very familiar with, the Ross Heart Hospital expansion, our Magnetic Resonance Imaging (MRI) expansion, and the diagnostic health and faculty offices that are being completed on 12th Avenue right now. These parts of the plan are all enabling portions of the plan that allow us to continue to build in the footprint of the site selected for the major part of the plan. In 2009 there are a number of other parts of the plan that will be initiated. You see them listed here, and I won't walk through all of them, but just be aware that before we can start digging the hole that will be the site for the east of Cannon addition, we have to prepare numerous buildings and infrastructure that will be necessary to support the new additions. These elements started in 2009 will allow us to start the plan in full.

So finally in 2010 you see that the cancer and critical care towers, that element of the plan would start digging a hole in the ground to be built, and we would be adding another 1,000 car parking garage in order to facilitate the site and prepare it for the congestion that construction will dictate.

By 2014 the elements of the plan located east of Cannon and those include primarily the cancer and critical care towers, and a total of 795 thousand square feet should be completed. You see that in cancer, we have a total of 252 new beds, and in critical care we are forecasting a total of 132 new beds, each in their towers, and each above a spine of ancillary and support services that you see detailed here. This portion of the plan then will allow the James Cancer Hospital to move in total to this site, and for us to expand our critical care footprint, which are the two inpatient elements of the medical center most in need today of additional space and anticipated for more space in the future.

By 2014 the site west of Cannon, which I mentioned to you was primarily cancer ambulatory space, will be completed and house the items you see there. The greatest use of that space is in outpatient cancer care and includes five modules of cancer care to be centralized directly adjacent to the inpatient unit and tied together by a bridge over Cannon Drive.

Now I want to take a moment and make sure you understand the plan that will be constructed downstream, and I will show you the timetable and the schedule for that in just a moment but those will be located west of Cannon and some sites east of Cannon anticipated to be brought online in 2016. At that point, the east of Cannon project will allow the same standard of quality and current comforts that you will find in the new buildings to be arranged in the old hospital buildings also, because we still will run almost 1000 beds in the old hospital buildings. West of Cannon will pick up component parts, major component parts of clinical care and support you see there, including clinical trials offices, radiation oncology, and dry and wet labs for research.

This is a slide I put in so I could take just a moment to mention to you, and remind myself, this is not a typical hospital expansion, this is an expansion of an academic medical center. I know you are aware of that, but it includes space that a typical hospital would not build, but it is exciting to us because they support the education and research that we are becoming so well-known and nationally acclaimed for. The cost of these facilities are a bit more expensive because you have general space in the buildings to support academics and research, and that allows me to then go to this slide which is the cost and budget for the phases of the project to be completed by 2014. See the initial phases of the project that are nearing completion at $76 million and then the component parts to be located east of Cannon and west of Cannon, the primary inpatient components and some ambulatory services clustered east of Cannon, with all cancer ambulatory services west of Cannon. The total budget for this anticipated part of the project is $1 billion and includes philanthropy. That number includes philanthropy, but there is another component part, a major component part anticipated by 2016, and we want to make sure you understand that we would start the design features of both the 2014 components and the 2016 components upon approval by you, anticipated and hoped for at the June meeting. We do the design for the 2016 portion of the plan, only to the extent that we understand the adjacencies and the infrastructure needs, and how those portions of the plan would tie back to the earlier portions of the plan. We would then go on hold for the full design and construction of those portions of the plan the potential $3 million to $4 million portions of the plan, and pick that design back up around the end of 2010, after we have shown that we have met the criteria and the benchmarks you have set for us for the earlier and major portions of the inpatient plan. I want you to understand that we would do initial design for the entire project, and we will tell you about the cost increment of that, but that we would not fully implement that design or go back to the design until later in the project.

There has been talk in the past and we have an obligation, we believe, to talk to you about how we would litigate the risk of this plan. We have put together a list of what we believe are difficult and not recommended but potential circuit breakers, if we were not on plan later in the development of the project. You see here that there are elements of the project that we could hold back or discontinue, and add later if we were meeting the criteria that you will be expecting us to show you as we get into the plan. The final decision on these elements do not have to be made until mid 2010, and so next month when we come to you, we will be coming to you and anticipating you approving the entire plan knowing that later on you can pull us back if we are not meeting the goals. In a similar way there are elements of the plan that we have not been aggressive on, we have put in 2016 or we simply don't think we need all the capacity the plan will allow us that we can fund, at an earlier date, if our volumes or sources of revenue are found to fund them at an earlier date, and you see this is what we call the accelerated circuit breakers. Again we would have to make a decision about these sometime in 2010 if we want them to come forward and be delivered by 2014.

This is a general project schedule. You see a number of the bars for this project starting the blue design features by mid 2008, that is in time for the June Board meeting. If we get the go ahead we would start the design features for all these elements of the plan this summer. All of these move forward at a different pace, some of these are enabling projects so that the 2014 date for the east of Cannon cancer and critical care beds can be completed. You also see at the bottom of this schedule the west of Cannon portion, the final 2016 portion would start again later in the project.

I also want to mention to you that there are elements that are key to our growth, to meeting our plan design that are not included in the master space plan. These elements will be brought to you individually and at different times, some of them even at this meeting, but these elements are to be funded outside the master space plan. They include our ambulatory care plan, and the three elements of that that we have in planning are to be brought forward for approval. The build-out of the basic research tower and those three floors are at approximately $8 million per floor. The EP labs are being brought forward earlier and outside the plan because of our accelerated and very positive growth in our cardiology plan. And then finally to let you know that the financial plan for the Medical Center still anticipates about $80 million every year even during the building of the facility to be used for what we call gap strategies and annual capital, routine capital projects. Gap strategies could include trying to make more beds available sooner as we try to bridge ourselves between our existing beds today and the delivery of new towers in 2014. So today we are here to ask, and I know Bill Shkurti will be putting before you requests for two elements of the plan to receive initial funding. That is phase one infrastructure portion of the plan. We need about $3 million to continue and complete the design of the east of Cannon hospital continual refinement. We need to stay on track about $3.5 million to complete the schematic design, that is just schematic design, and then all other remaining master space plan projects. We are anticipating bringing back to you, following a full review by our team and the Deloitte and Hammes team, a recommendation in June, and just a note to make sure that you understand that that would be a recommendation to allow us to go into full design and there would be further approvals required before we would approach construction. With that I think we are ready to turn over to the financial plan.

Mr. Wexner:

Alan when they pad the costs, I assume those are all estimated costs in today's dollars?

Mr. Brass:

That is correct. There are two parts to this thing. Part number one is when you take a look at the 2008 to 2016 estimation of costs, that is our best guess based on the perk chart that you saw up there. The second part of this is assuming that we go forward with $6.5 million and then the $100 million. The $6.5 million allows our staff to take the next step forward to check those blueprints. We just have to make sure that it is the right thing to do, in the right locations, and the right size, and then we get into the schematics. And the other thing that was important to highlight is the fact that there is about a $70 million to $80 million bill every year to keep the capital going at the Medical Center that is part of the routine project. The new capital equipment that is needed within the big project is part of that project. So it is important to know we are not stealing from Peter to give to Paul as part of this project. The project stands on its own, here is the cost, here is our best guess right now as to the $1 billion or $1.4 billion depending on how you look at it. It is our best guess right now of all inclusive costs.

Go ahead Bill, I am sure you are going to get into a number of these things for us here.

Mr. William J. Shkurti:

Thank you Mr. Chairman. The next element of our presentation deals with the integrated financial plan and accompanying me is John Stone, who is the Chief Financial Officer for the Medical Center, and I am going to turn the microphone over to John in just a minute. I just want to emphasize four things as we get started. First of all this is still a work in progress regarding integrated financial plan, but we will have a finalized plan recommended for you that we will send out before the June Board meeting that you will be able to review, and you will also have the Hammes and the Deloitte reviews on that. Secondly, the financial goals that John will talk about regarding operating margin, debt coverage and cash on hand are in alignment with the University's financial goals and, in fact, are explicitly referenced in the five-year financial goals that we are asking the Fiscal Affairs Committee to review tomorrow as a second reading and we will be asking to have the Board approve in June, so we are in full alignment in that regard. I forget if President Gee or Mr. Brass mentioned, the Medical Center counts for almost half of the University's finances, so it is important, that the two are aligned to work together, and they are. Third point that I would make is the cash on hand is an important measure of financial strength and stability but is not the only one, and the relationship between cash and debt and operating margin is important and John will get into that in a minute. The fourth and final point I want to make is that the overall finances of the Medical Center, that includes the Health System, right now are very strong. The key will be, we want to make sure they stay strong in what will be a very unstable environment in the years ahead, and the project is designed to do that. So at this point I will turn the microphone over to my colleague, John Stone.

Mr. John B. Stone:

Thanks Bill, I just want to spend a minute with you today. We are still in the process of putting the plan together, but I though I would share with you again the tenacity behind that plan, what drives that plan as we put it together so that when you see it in June you will be able to relate it to all the detail behind it and how we try to address it within the context of the strategic plan. You can see here again why we need a strong margin, none of this should be a surprise to you, we want to invest in research, patient care and education as our three mission areas. As Mr. Brass mentioned, every year we invest about $73 million in this current year, in routine capital and that would be an ongoing assumption within the plan. We would also continue to invest in our signature programs, our faculty recruitments, our program growth and our research growth that fall under the strategic initiatives. Again this year it is about $66 million and we expect that to be greater each year and that will be built in the plan. Again all these are outside the master facility plan. These will be some of the commitments that we will put in here separate from the master facility plan, so again we are accounting for everything.

The other part is we want to make sure that the plan shows we have the capacity and the long term debt. As we have talked about, we continue to grow our cash reserves about $20 million to $30 million a year. We can expect that to be built into the plan. I will spend a minute on that. We continually want to present a strong financial position to our donors so that we can support the development plan and the development plan has a good basis to go out and raise funds. And, finally and certainly one of the most important is that we want to maintain the University's credit rating of a double A which again is critical in the cost of capital.

Just talking a minute about the targets, and why we set the targets. Certainly the first one is to develop a sufficient cash fold to support the strategic plan, the second is built around to maintain a strong credit profile within the context of the University which is important, and third is the targets set provide the Board to hold management accountable. We report on those every month to give you an idea how we are performing. You can monitor our performance management with those targets.

The three targets that we have set, the three overriding targets as Mr. Shkurti mentioned, are our operating EBIDIA margins - our target in the long range financial plan will be about 12 percent each year, we want to continue to grow our days cash on hand between three to five days, and we also want to make sure our debt service coverage is greater than four times as we put this plan together. Those are some of the basic principles behind the plan, as we put the plan together. Just to share with you again a couple other items as we are putting the plan together. I have not shared this before, this is a new chart that you have not seen. This is not in our days cash on hand, this is the College of Medicine and Office of Health Sciences fund balances. When we do our days cash on hand we report it and do our comparisons, it is against other health systems, but on top of the health systems, keep in mind, is the rest of the Medical Center which is The College of Medicine, Office of Health Sciences. We have at the end of 2007 in our endowment fund, \$258 million and in our general funds about \$107 million. This is just to share with you numbers that sit in the University as part of what we consider the Medical Center assets.

Again just to hit on the three targets that we have set to give you a little historical perspective, as you can see in the operating EBIDA margin, we have had tremendous growth and success. We are projecting out at the end of this year to be at about 12.2 percent, as a margin and that would be somewhere in the neighborhood of \$180 million in our operating EBIDA dollars. Just to share with you again the percentiles, we compare ourselves to a database of 31 other similar academic medical centers in the country. To give you an idea of some that are in that 31: Michigan, Hopkins, University of California San Francisco, and Harvard, just to name a few. So we have taken the top academic medical centers, we also have Big Ten schools, Wisconsin and Penn State in this also, and that is how we do our comparison now. Those percentiles then are compared to those 31 hospitals. As you can see in our EBIDA margin, we are approaching the 75th percentile, and we feel very good about where we are from at least on an operating perspective.

On the days cash on hand again, we have had a lot of discussions in the past, and it continues to grow as you can see. We have gone from about in absolute dollars, the green line, about \$100 million to about \$200 million over the last four years. Again that is the green line, and the numbers are on the left. From a days cash on hand we continue to grow. We have grown to better than four days per year and at the end of this year we project to be at about 51.7 days. As you can see that is one of our areas that we have discussed a lot compared to our peers, we are not at the same level. Our goal is certainly to get to the 50th percentile and, I think, the plan will show that we will get within the context of the master facility plan also by the year 2014 to 2016, and we are still working on that number.

Finally debt service coverage - very strong debt service coverage. We are off the chart compared to our peers. That is really related to two things. One is we are doing very well from our operating EBIDA margin, and number two we are not very highly leveraged today, which is good news because it gives us the opportunity to borrow and be able to sustain that borrowing. Those are just three of our key targets to give you some historical perspective of where we have gotten to today.

Again, just in the plan, as we build the plan, we are building it around assumptions, volume assumptions, inpatient/outpatient assumptions, rates, rate increases in the health plans, and the government payers, Medicare and Medicaid, and certainly then an inflation of our expenses and labor supplies and other expenses. So as we build this plan we will have assumptions in all those different areas. Again, we will use those key financial rations as we build the plan. I mentioned the three key ones, we certainly have others like days in AR, and long-term debt to capitalization, as we build the plan. They will all be included in the plan. Also as we are working on the plan and putting the plan together, management has to really keep its eyes on the issues we have on a day-to-day basis and understand those issues. So as we are building the plan we continue to look at the signature plan performance that will impact the plan. We dig into all the operational issues and efficiencies, looking at how well we move the patient through the system, the cost of that, productivity improvement, non-labor initiatives, particularly supplies and also continuing to work with OSUP and the College of Medicine on initiatives - all are being addressed in the plan. We will continue to look at the increased activity, bed gap strategy, and again that is really talking about finding additional beds between now and the year 2014 to handle the volume that we are projecting and how we can add some beds to the organization in the interim. Our ambulatory strategies that are going to be discussed a little later, 23 North, and others, will be included in the plan. Again, looking at other initiatives, we get more aggressive with contracting with our peers, and our peer mix is always a challenge. It is a challenge nationally and certainly where we are going to be with the development program and how many dollars we can put into plan to support it from development. All those initiatives are going to be included as we weigh out the financial plan.

Just to share with you where we are at, we have completed the baseline. The baseline plan includes what we call organic volume assumptions, which is just a growth in population, the growth in the aging of the population, and also it incorporates revenue and expense assumptions. We are in the process of adding to the baseline our additional growth based on our faculty recruitments, our strategic planning process, and our signature programs. We are also adding the master facility plan cost, the $1 billion that you have seen and adding the debt to that, so we are in the process of doing that and should have that done by the middle of May. We are also going to be adding the ambulatory strategy plan and incorporating the bed gap strategy that I mentioned earlier. We will apply our management interventions and initiatives to it. We will do a lot of sensitivity analysis and then we will do the final executive review and have Deloitte's comments and Hammes' comments hopefully all completed to present to you by the June Board meeting. And that is where we are at with the financial plan today.

Mr. Shkurti:

Thank you John.

The next item I am going to turn to is called items of continued interest, a narrative that is more specific, and the purpose of this is as we have talked about this project over the last year there have been a lot of questions Board members have raised, there have been questions we have asked ourselves. This is a way of keeping them in front of us and giving you a sense of what the responses are. You will notice in some cases we have an answer already, in others we know we need to have an answer to you before asking you to approve the next step in June. There are four areas as I mentioned. I will not go over every one of those in the interest of time but rather hit a highlight of a point or two under each one of them.

In terms of alignment, as Dr. Souba mentioned earlier, the executive sponsors are in alignment. We sent that memo to President Gee because that was a major shortcoming in the plan initially. Also at this point we want to thank the other three members of the executive sponsors: Dave Schuller, Pete Geier and Chris Culley, who have also been very helpful in this process. If you may recall, the development target was somewhat elusive in our earlier discussions. We went through a major set of discussions and also involved our new Senior Vice President for Development, Peter Weiler, to make sure we were all in agreement as to what that appropriate target is, and that target is $75 million between now and 2014. So we will be gearing our financial plans on that and tying fundraising to specific areas.

If we go next to the project management area, one of the questions that kept coming up, and I think appropriately, what is in the project and what is out? As Jay Kasey laid out for you, you first had a list of all the elements that are defined as being in the project budget, that is the $1 billion envelope, and then there are other elements that are consistent with the plan, but are not being funded out of the project. He showed you a slide that is also in this document as attachment four of some other projects that are related to this - for example, the electrocardiophysiology labs. Those are being funded from sources out of the project and we are identifying those. Before you are asked to vote on any of those, we will show you what the sources are, so I think we have addressed the what's in and what's out problems.

If you go next to the business plan, the integrated business plan, one of the issues again that has been a source of questions, and appropriately so, are cash balances and cash resources. John Stone addressed that in his presentation, and I would emphasize the point John made. It is appropriate to look at the cash balances and the health system because a lot of this is a construction of clinical facilities, but we also want to make sure everyone understands there are also significant cash balances in the College of Medicine. There is also significant endowment in the College of Medicine, and we would not spend down the endowment obviously, but that does give some flexibility for the portion of this project that is related to research facilities. That in turn reflects the academic mission of those units so that our cash situation is a good one right now.

One of the other elements in the business plan is the question that has come up, what about routine capital and what about movable equipment? Those are now all costed out and are provided as part of our integrated financial plan. And, as John mentioned and also as Mr. Brass mentioned, this is also built into the integrated financial plan - about $80 million per year of routine capital. This has been pretty much the characteristic for the last several years so we think we have the routine capital covered, the moveable equipment covered, and the costs of the project covered.

Finally in the risk management area, because this is an extremely important area, no matter how good our projections are, we will face an environment more likely than not when these projects move forward. That will be somewhat different in some way than what it is today because of changes in technology, changes in the economic environment or changes in academic medicine. We have tried to accommodate that in our planning and the chart that Jay Kasey went over with you and what we are calling circuit breakers is an important part of that. The bottom line and what that chart means is that three years from now, after a lot of the design work has gone on, but before we go to construction of the hospital project, we will have a chance to take a look at where we are and to make modifications if we need to. We can slow down parts of this project, speed up parts of this project, depending on what the needs are at that time. I think that is an important part of a risk management study.

The final thing I would mention in regards to risk management is, you will see in the memo, it refers to the consulting work Deloitte and Hammes will do. We think this will be as helpful as it was when they did it initially. We are labeling what Deloitte is doing as read and comment, and the reason we are doing that is because Deloitte is also our auditors. To preserve the independence of the auditors, the auditors do not want to be reviewing consulting work that Deloitte has been doing because then they are reviewing themselves. So the way we have worked this out is Deloitte consultants will be able to read and comment on what we are doing, but they will not be telling us what to do. It will be clear enough from the report what it is we are doing that makes sense and what is not. We just have to be very careful to make sure we keep that line between Deloitte the auditors and Deloitte the consultants a clear one. I am comfortable we are going to be able to do that.

In summary, I think we have shown how either we have addressed the questions that have come up over the last year or are in a position to address them before we ask you to vote in June on the major release of funds for the next phase of this project. So that takes me to the next item, which is what we will be asking you to vote on or not vote on in the next day or two. As Jay Kasey mentioned, we will be asking you to approve $6.5 million for additional design work related to this project, for master plan projects involving infrastructure and the hospital, so we can keep the project going over the next several months, but not make an overly large commitment. So I think the risk of this is very low and we will ask the Fiscal Affairs Committee to formally vote on this tomorrow. The second vote we will ask for, and we will also be asking the fiscal affairs committee to do this, is for $1 million for design work only on the electrophysiology labs and that will be funded out of part of the routine capital we talked about earlier. The third thing that will be happening in the Fiscal Affairs Committee meeting is that Pete Geier and I will be updating the committee on the Route 23 ambulatory lease. Under our procedures the Board is not required to approve that lease because it has been done through a competitive process, but at the same time we do not want to move ahead without the Board being comfortable with that, so we will go into a little more detail at the Fiscal Affairs Committee meeting.

To summarize, I hope you have a sense of both the project in terms of the overall goals, and how they fit in and how they align with the

University, which is what Dr. Souba presented, and then Jay Kasey and Paul Lentz talked about - how the various pieces of the project fit together. Then John Stone and I talked about the financial work, a lot of which is still in progress, but what we will have is an integrated financial plan. And then you got a sense from me of the continued issues that we have been working on and how we plan to address those, and also what we will be specifically asking the Board to do at this meeting, beginning with the Fiscal Affairs Committee meeting tomorrow. At this point I will turn the microphone back over to Mr. Brass, and then we will go from there.

Mr. Brass:

Thank you very much everyone, a job well done. A couple things that I want to make sure we understand as we get ready to move forward toward June. First of all, in the next three months all the sensitivity analysis will be done, and we will be looking at best case, average case, what happens if we have a train wreck, and what are the options? That is why the circuit breakers are there, but what is the impact on the Medical Center as a whole - that analysis will be done and presented at the June meeting as well.

When you take a look at when our staff basically presented the financial plan and critical initiatives, two that I really want to highlight, it is going to be very critical that we, in fact, improve the throughput of our existing structure. The volumes are increasing and the facilities are not coming online until 2014, so that is going to be a critical piece. The second one is, we have not talked about it, but the managed care market. Negotiating those managed care contracts on behalf of the Medical Center will be critical to the revenue production of the institution and that the Board should know as well. That is part of the sensitivity analysis.

The three basic financial parameters that we highlighted - we as a Board should really understand those - because we will be watch dogging those through 14 and throughout 16. The EBIDA margins, the days cash on hand and the debt service coverage - those are circuit breakers. That is why the circuit breakers on the projects are triggered by the financial circuit breakers. John and Bill have done a wonderful job making sure we understand where we think we will be with those circuit breakers. We have to watch those, staff will be watching those, and we will talk more about that at the June meeting.

Good news is Chip and Bill and all the other folks, David, Peter and others, have done a wonderful job pulling all the piece parts together in a unified recommendation. They are all together and that is really good news. The second is we do have circuit breakers. You need to understand that in the event that we did not get this right something is not going to go as planned. This is too big of a plan over too long of a period, something is going to go haywire. So it is important that we as a Board know we have circuit breakers. I am comfortable that we have circuit breakers. We are financially healthy right now. That is an important statement. We are not coming at this thing as an underdog. I wish our days cash on had were greater, but the plan calls for us even during this process to increase days cash on hand. Last is, in my opinion most importantly, in light of our University goals and our Medical Center goals, we will end up with a world class Medical Center. This is not going to be something that we in fact will not be proud of, and will not allow us to get in that top 20; it is where we want to be. So with that Mr. Chairman I am going to close our commentary and open up for questions. I will be happy to address any that I can, and the staff will help me with most of them I am sure.

Dr. Cloyd:

Thank you Mr. Brass. Let me first of all really compliment the team on it's outstanding work, and also for a very concise and thorough presentation. I think it was very, very good. Let me open it up now to questions from members of the Board. Mr. McFerson.

Mr. McFerson:

Well I am impressed with what I see and congratulate you Alan and everyone. Let me ask you a question about that development number. We have had a lot of conversations about that over the last year or two and we had to raise it in advance and I guess I am wondering now, am I hearing that we just have to have it raised by the end of this project as opposed to the beginning? Maybe, we could have a little more dialogue on that, or how much have we raised to date, can you talk a little more to that?

Mr. Brass:

Those are good questions. Bill do you want to help me a little bit, I know what the number is, I think.

Mr. Shkurti:

Mr. McFerson, let me elaborate on that because that is something - having lived through some of our other projects - I know the Board is very sensitive to that. What we have all agreed to in the executive sponsors team is that we will use the standard policy that the Board has, which is that you need to raise 80 percent of the money before you go to construction. So if you figure we have about a five-year time period, and if we can raise $15 million a year, that gets us up to the end when most of the construction is completed, the money will be in the bank. One of the things you will notice in that document of continuing issues is the next thing we have to do is sit down with the fund raisers and get the timing as to what projects this money will apply to and when it is needed, so that we are comfortable it is on hand or we have the signed and written pledges in the amount that we need before we proceed to construction. As you noticed from the presentation, we have at least three years before we go to construction, so it will give us an opportunity, I think, to raise most of the money.

Mr. Brass:

The answer on the end number is $75 million has been recommended by the fund development, philanthropic folks to be put into the plan. That is a number that is in the preliminary numbers right now with 80 percent to be hit before construction. Whether that number is the right number or not, that is the number we have plugged.

Mr. McFerson:

Let me just follow on before you take another question. Of the $500 million Medical Center fund raising plan initiated a number of years ago, would not some of this money be raised already, or allocated to this $75 million bogie?

Mr. Shkurit:

The way I am counting it is, I want to make sure I confirm that data, Chip do you want to?

Dr. Souba:

We have a little under $6 million that is committed to those expansion projects.

Dr. Cloyd:

Other questions? Mr. Schottenstein.

Mr. Schottenstein:

I want to just echo the comments about what an outstanding presentation this was and very clearly presented, thoughtfully, and appreciated. It is a very exciting project.

I have a question about the contingency and also the follow on the question Dimon asked about the philanthropic support. What is the dollar amount, or what should the dollar amount be, as opposed to the percentage, because some items, equipment, architectural fees, legal fees, and construction interests, you do not perhaps need as much of a contingency for. I am curious what the dollar amount of the contingency is in this budget, and if that is something that is in process. We can answer that later I suppose. I have a second question after this too.

Mr. Brass:

We do have an answer, Bill do you want to answer?

Bill Shkurti:

Mr. Schottenstein, the contingency amount in the $1 billion project we are talking about at this point is estimated at about $87 million, that may be refined a little bit, but that is the approximate total.

Mr. Schottenstein:

I guess I am a little concerned, and again I do not want anything to detract from my enthusiasm for this project because I think it is vitally important for all the reasons that Alan and the rest of you articulated. But I guess I would just question a $75 million fund raising target over a period of years, less than the contingency, less than 5 percent. I realize the initial project is a billion, but in terms of inflation adjusted, I know the costs of this need to be adjusted for inflation, yet the fundraising target will not be. So if the cost goes from $1 billion to $1.1 billion or $1.2 billion, and I recognize we have circuit breakers and so forth, we will still hold our heat to the fire with today's dollars - $75 million on a philanthropic level. This is such a dynamic project with what I think is enormous potential for fundraising, perhaps as great a potential as any project this University has ever undertaken. It just seems to me that 5 percent against the total or 7.5 percent against the initial phase, with 80 percent coming in over time, as opposed to upfront - it just seems light to me.

Dr. Gee:

Can I comment on that Bobby, because I think your observation is mine, and I commented on this a couple times? What we are about is we are about planning a project very conservatively, because I did not want to come to this Board and overinflate or overpromise because this is me out of the shoot now, if you understand that. I can no longer blame the previous administration for anything; I am that now, so I am here. We have hired a world class leader in terms of our fundraising, but he has not really had a chance to get his arms around this. I can assure you that we will raise mega millions for this project and beyond. For the purposes of this Board and it's planning, we are being very conservative because we want to make sure we get the numbers right, and every dollar we raise beyond that is going to be just a significant boost to us. So rather than overinflating, for the first time, this is a commentary on me, for the first time I have actually underinflated. I think in this instance we are trying to do that. Peter you may want to comment on this.

Mr. Peter B. Welier:

Thank you Gordon, he is right. Week three of my tenure here and I really have not had a chance to assess whether that is high or low, and that number I would also remind you will be part of a much larger portion of the next comprehensive campaign of which the medical center will hold a very big part of. That $75 million is part yet of another larger number undetermined at this point towards the Medical Center. The $75 million is really just toward the construction project. I would expect the number for the comprehensive campaign for the Medical Center to be much, much larger. At this moment in time, sure it is a very conservative number. Did I answer your question?

Mr. Wexner:

Bob I just want to chip in - Children's Hospital is a $1 billion project and largely from central Ohio. They raised $250 million of real philanthropy. It will have $250 million in cash before they dig.

Mr. Schottenstein:

So you are agreeing that the $75 million sounds low?

Mr. Wexner:

I am on the development committee and have not thought about it, and that is something for all of us to discuss. But Children's Hospital is not a University, it is just one hospital. The board of their hospital got together and raised $250 million to a $1 billion project. From my point of view the major fundraising, the heavy lifting, has to be done by people sitting around this table. I think Gordon is advised to say that we should be cautious. I think Peter is new at the job, but them is us, so if we say that we are going to raise big money, and we have partners on the hospital board, we have to do the work. That is my view as head of the Development and Investment Committee.

Mr. Schottenstein:

There is no question about that and I appreciate what you are saying Gordon, and I think we are all saying the same thing, other than, as a benchmark, my only question is, I know we intend to do more, we want to do more, should we require ourselves to do more?

Dr. Gee:

Oh, we are going to require ourselves to do more. Again, I want to speak on behalf of all of us, which is the fact that we are bringing a plan to this Board which I feel very comfortable in the context of what I said earlier is very doable. So I did not want to overinflate anything. I did not want to overpromise. Now the standard that Les just said, the $250 million that Children's Hospital has raised toward it's $1 billion campaign gives me great solace because as you said, it is a beloved institution, but this is The Ohio State University, and we should stretch that considerably, and around this table we will do that, and beyond. I have been on the other side of this a lot. In the previous institutions, and even here, in which we did a lot of academic planning: you have the goal of what you want to build or what you want to reach, you have the financial footings to do it, and then the difference between them is fundraising. We are doing it the other way around, which is quite remarkable, and I applaud us for doing that. But I can assure you that this is very light, and we will have real success. What happens with that is that it really does allow us to go from really good to great, and that is all I am trying to say.

Mr. Schottenstein:

That is all I am trying to say.

Mr. Wexner:

I am lost on the big pieces. I appreciate the planning, the diligence, and the effort, Alan on your behalf, and the fact that everyone is getting agreed and aligned and reflecting. This is the question I have; as I understand it, the first phase of the project is $1 billion, about, as close as you know it today, the phase that goes through 2014 is $1 billion. The second phase, which you could trigger, and I like the circuit breaker idea, lets say is $400 million, am I right?

Mr. Brass:

You are correct.

Mr. Wexner:

And we are saying, we are looking at about nine years, we would spend an additional $80 million a year on just normal capital for the Medical Center.

Mr. Brass:

That is correct. That could slow down as new equipment comes online as part of the project, but who knows yet.

Mr. Wexner:

Or the world invents new wiz-bangs and ours becomes obsolete. So in the aggregate, if we are looking, as I get my arm around the big pieces, between the normal capital and the second trench and the part that we would be reviewing in June/July, in the aggregate is about $2.1 billion looking out, and I realize that we are not pulling the trigger.

Mr. Brass:

I think you are right. I think you are right when you look at maintaining the current Medical Center going forward and adding the $1.4 million to that.

Mr. Wexner:

Doug and I were chatting, we were lost whether that $700 million was in the $1.4 million?

Mr. Brass:

It is not.

Just one other comment and it is a big picture. A 50,000 foot level, when you are taking a look at issuing debt, and philanthropic activity, here is how that plays out real fast. The more you raise the less you borrow, the less you borrow the more you make, the more you make the faster the days cash on hand goes up. It is that simple. There is a balance in all of this. We also have to remember there is a $300 million or $400 million phase two coming at us if we are successful with the financial parameters being met, which gives the president another opportunity for another philanthropic activity if he wishes to do so, so it is not a one cut, but there is a magic balance in all of this. We as a Board should understand that. Our Achilles heel is our days cash on hand. Now I am going to say something that I have had Bill run some numbers on, which I think is important to understand. Our debt at the Medical Center compared to the average debt at other medical centers is low. If in fact we have the average debt that the other medical centers would have, our days cash on hand would go from 50 to 100; therefore, that is a positive thing. We in fact would be going this way, because we would have had less debt interest and more profit. So it balances the other way too. Now the fact is that we want to maintain an AA rating, which is very important to the University. That is why these financial parameters are so important. We want to maintain that financial parameter too, so that we can maintain our AA rating. Our debt as a Medical Center is not that bad. Therefore our interest expense is lower right now, and it could work both ways, and when you take it to the big picture, when you take the big picture and you say lets go for debt, we have to watch that EBIDA, we have to watch the days cash on hand and we have to watch the debt to cap ratio, that is why this goes back and forth a little bit.

Mr. Wexner:

If we would have let's say 100 days cash on hand and call that $100 million, we would have borrowed $50 million. The income would be reduced by the interest expense, the cash on hand would give us interest income, so you figure it is a wash?

Mr. Brass:

Pretty close, but we have to understand as a Board we have chosen to go this route versus this route. That is why we are in good shape to go forward with the project.

Dr. Gee:

You know one of the things, and I will just say here, as sort of the inside outsider, and now outside insider, I say this to every member of the Board and that is the fact, and having a part of huge academic medical centers for a long period of time including this one, I was really, pleasantly surprised about the financial health of our Medical Center. I will just be very honest, I can say this now, I expected it to be much more fragile than I found it, and so that gives us some solace. You took a look at those numbers, the financial health numbers are on the robust side comparatively and even compared to places like Michigan and Illinois and other places, they have huge expenditures but they are very fragile at the moment in terms of their financial numbers.

Mr. Wexner:

I mean that is the next phase of the projection because if you borrowed $1 billion you would have $60 million of interest expense and no income, you have spent it in the capital, so the next phase is to see how that crosses over.

Mr. Brass:

Exactly the sensitivities we are running right now. But it is important to get us up to this speed as a Board. We have to be comfortable that we are rounding second base and going to third. We are financially healthy, the President is absolutely right, if we were not we would not be able to entertain something like this.

Mr. O'Dell:

I would like to ask a question Alan. Obviously the medical site is going very well now and I am very enthusiastic about the project, but curious about the impact on the existing hospital inpatients and revenue and profits during the huge construction project and if that has been taken into account of, if it is being done in such a way that we do not think it is going to have a major impact.

Mr. Brass:

Whenever you have a project of this size, on a campus of this size, and when you think of the campus as a large campus, but when you think of the Medical Center there are a lot of buildings very close in proximity to one another, it is going to take a lot of magic to keep the flow of volume maintained, but it can be done. That is where Jay comes in, that is why we needed to hire someone that has done these large complex mega projects that can, in fact, make sure that all of the charts are working so that there are no log jams. I am comfortable that the volume demand is here and it will continue to be. The worse thing that could happen is that we cannot meet the service needs and the primary and secondary positions that are referring in saying it is a mess down there lets stop referring there for five years until they get their building opened up. That is what we cannot afford, so we have to pay attention to it all. It is complex but it can be done. It has been done in other large major centers without interruption. Northwestern was the last one that did it and they did it brilliantly, so I am absolutely comfortable that we can do it here at The Ohio State University Medical Center as well, but we have to watch it very carefully.

Mr. O'Dell:

Tight space and tight buildings and a lot of people want to avoid that area anyway because of the parking and traffic.

Mr. Brass:

But it can be done.

Mr. McFerson:

Wally the subset of that was when they put 60 rooms or two floors on top of the Ross, and patient satisfaction and service continue to go up, and the worst of all is trying to put new floors on top of existing floors, this is at least new construction, but it is a possibility.

Ambassador Ong:

This may be just a counterpart question to Wally's, but have you talked about, it seems to me that in addition to a lot of physical confusion in which could interrupt clinical care, there is going to be a lot of distraction of faculty. Have you talked at all about what impact this might have on the educational activities that are going on here.

Mr. Brass:

That is a really good question Ambassador, and Dr. Souba why don't you help me with that a little bit because you have had so many meetings now with faculty and the teachers themselves.

Dr. Souba:

I think your question Ambassador was what disruption if any would this have on the educational activities?

Ambassador Ong:

Faculty and others absorbed in the details of this.

Dr. Souba:

I would echo what Mr. Brass says, any project of this magnitude will create some distractions around parking and getting around. Actually the faculty are extremely excited about this project and their view of it is that we have put this thing on hold for a year and a half and when this goes forward, as we hope it will formally in June, there will be such a surge of confidence and goodwill and inspiration that we think the education of our students and our residents will precede in a very positive fashion.

Mr. Borror:

This is a question probably for both Gordon and Bill. This is a wonderful project and the effort we have gone through is amazing, and it certainly deserves support, but as I look at our plan for the University and one of the things that we talk about is supporting our students, so I want to make sure that we have the ability to support other capital expenditures that come on our campus. We have deferred maintenance, we have other construction projects that are coming on, our President has proposed additional student housing, and I want to understand how a cost magnitude of this project is going to impact those other projects. Have we analyzed that?

Bill Shkurti:

Mr. Borror, at the December meeting, which I believe you were absent, I went through a rather long detailed explanation of the commitment of University credit and who would get it. The short version of that is about half of it would go to the Medical Center project because the Medical Center is about half the University, the other half would go to infrastructure, and also student housing, and we have built into the bond schedules the accelerated renovation that the President has called for. The next issue we have to address is if we are going to build additional housing. How we do that because we do not have the capacity to do all that and everything else we have done but we are looking at some other options including private developers.

Dr. Gee:

I am glad you raised that question because I can say again what I said very early and that is that it is the whole reason that we went back, and some people would say that we delayed. I think what we did is we moved forward. I think in this instance, for once saying halt was actually not only a brave thing to do but actually has put us in a position to be strategically alive and move this institution forward. I think that if we would have gone forward under the plan that we had you would be asking that question now and I would be shrugging my shoulders and saying, I am not quite certain. I just say this to all my colleagues, sometimes we get so driven by just the movement that we forget that it is important, every once in a while, that a strategic pause is a movement forward, and this was that. Absolutely.

Mr. Brass:

Doug I would also add, that's where those three financial parameters come into play again. If they get out of whack, we have to make a tough decision or we are going to steal from Peter to give to Paul. Academics will have to help pay the freight, and therefore something stops. We have to be disciplined within the Medical Center to manage this project and it's macroeconomics within the parameters that we are projecting. Otherwise it has to spill to someone else, and that is not fair to the students and others, so we have to balance that as a Board.

Ms. Hendricks:

I wanted to ask more of a technical question. When we put up the new cancer hospital my understanding from the discussion was that the James will no longer be a cancer hospital. Is it one that we are going to then fit out to be a regular hospital or what happens to the "James" that we know of today?

Mr. Souba:

Mrs. Hendricks, that is an excellent question and the short answer is that we are not entirely sure what we would do with the James, but let me give you an example of what we could do with it.

Because of the way the James is currently constructed and designed, it lends itself very nicely to taking care of patients who are immunosupressed because cancer suppresses the immune system. Another very large group of patients that become immunosupressed, which we believe is a critical part of the future of this Medical Center, is the transplant patient. That would be an excellent hospital to be a home for organ transplantation which is a very large and important program here.

Ms. Hendricks:

A follow-up to that, I know this may not even be a decision now, but that hospital is called "The James." Will the next hospital be The James or is that a naming opportunity? Is there any thought to that?

Dr. Souba:

I do not think we know the answer to that today but hopefully there will be plenty of naming opportunities.

Dr. Cloyd:

Any other questions? Mr. Wexner.

Mr. Wexner:

I am not critical, I like poking at $1 billion and $2 billion projects.

Mr. Brass:

I need all the poking we can get, a lot of heads are better than one here.

Mr. Wexner:

When you look, because you have experienced this in academic medical centers, when you talk about a $1.5 billion to $2 billion capital expenditure, over these time frames, what is the world experience? How many people have done projects of this size?

Mr. Brass:

I would say to you that there are probably less than 15 of the 123 medical schools in this country that have undertaken a project of this magnitude to replace it's "critical center" of it's operation. Those which have done it are far better off because they did do it. They are stronger today than what they were prior to taking the risk. This is a risk issue; this is a risk reward issue. If we do believe, as the President said, that we really want to get into that top 20, then we need to come to grips with this one. A number of them have but this is a large project to us, I would be misleading if I did not say that. This is a large project.

Mr. Wexner:

This is what your expertise is, hind sighting them, because I'm sure some have done it superbly, some not so. Would that be a help to us to understand where these other well-intended institutions who have gotten through this maze successfully and maybe where others got lost?

Mr. Brass:

I think there are those who have done it better than others; I reference Northwestern just because it is most recent. They have done it well. They did it within their budget and their volumes are skyrocketing. In fact they are getting ready for another big addition. Michigan, although that being many years ago, had they not replaced what was the double Y, they would never be where they are today. That was a huge expenditure, a high risk because the interest rates at that time were in the high double digits when they hit the market place, but had Michigan not done it they would not be where they are today in their rankings. We have to manage. I am ready for the risk and we have to manage the macroeconomics. If it starts to go south, we have to be disciplined enough to make sure we pull the triggers and we have to know what triggers those are.

Mr. Wexner:

It gives me comfort to know we are not boiling the ocean.

Mr. Brass:

I think that is true.

Dr. Cloyd:

Other questions?

Mr. Ratner:

As a follow-up to Les's question in a sense, because I was right on the same page as you running the nine times 80 is 270, and there seems to be very careful planning and I can look through it and see the physical planning that relates to the $1.4 billion. During that same time frame, you are spending virtually 50 percent of $1.4 billion on other capital. Is that other capital well considered at this point or is it basically a plug number that says this is in our run rate and that is what we think we will be at or is this, in fact, a total capital plan over the next nine years of $2.1 billion of which $1.4 billion is identified as the new program and $700 million is the continuing?

Mr. Brass:

I think I will start, but I will turn it over to others to answer that. It really gets down to what is the discipline we use on an annual basis to spend the $80 million or $70 million, whatever that number is, and how far out we can project with certainty as to what it is going to be spent on. Bill or Chip?

Mr. Ratner:

Right with that is a question of what is the physical condition of these facilities, what is the age and its condition, and being that I have never even visited the facility, I am totally clueless.

Mr. Shkurti:

First let me talk about the age of the plant because that is something every time I walk down there and walk into Rhodes Hall, which is one of the newer facilities, I see that little cornerstone that says 1977. That is a thirty year old facility, it has had some remodeling but I think it is safe to say that we are in a very good situation regarding debt, but we are running the risk of greater and greater out loaded facilities. The newest facility down there, other than the construction at the heart hospital, is the cancer hospital, and I was here when it opened in 1990, so that has now been 18 years. Before the new cancer hospital opens it will be another six years, so that would make it 24 years, which in medicine is an eternity. Mr. Ratner, I think it is fair to say that even though there are parts of the Medical Center that are better off in terms of being how old they are than some other parts of the campus, it is a very highly competitive environment where you need to stay up-to-date, so this type of investment is merited in that regard.

In regards to the question about the routine capital I think probably John Stone would be the person to address how that is allocated and prioritized, and John, are you still here?

Mr. Stone:

I am still here. We do not have a long-term capital plan on routine capital. A lot of that is going to be taken care of with the master facility plan because a lot of it is infrastructure. What we end up having every year, just to share with you our process, is we go out with a request for routine capital, mainly equipment replacement and some renovations, and a lot of those renovations in the future are going to be taken care of with this master facility plan and our call every year. To give you a perspective, it is about $260 million worth of requests and we have to tear it down to about $80 million. What we are trying to tie together now, and it is going to be critical to this plan, is linking an ongoing needs of equipment replacement and renovation that we see going forward toward what we are going to do in the master plan and I think that one of the big questions that has been asked continuously is the difference between routine capital and what we are putting into the plan. That is going to be a key part of it because it is a challenge for us to replace CT scan, MRIs and other things every year in a $1.5 billion business, so that is what we are trying to pull together today.

Mr. Ratner:

Then of course the follow-on problem is that at the end of 2016 you now have facilities that virtually doubles your physical size, so then your ongoing needs, then your ongoing physical plan that has to support that because the ongoing capital needs for that level of high-tech facility becomes staggering, and the operational needs become staggering, so again it is hard to say that you want to continue, and when you stop the planning horizon. Yet taking on this kind of additional capital implies an operating cost that is also something that clearly needs to be considered very carefully because these are the gifts that keep on giving. These buildings will keep on requesting money.

Mr. Shkurti:

Mr. Ratner, that is a very fair point. One of the things I have noticed being in an academic environment is that nobody ever wants to give up space, but in fact we are going to have to tear some space down and demolish some space that is over in the Medical Center. Now we have to strike a balance. I would not want to tear down the James, the old James, because that is relatively a new facility, but some of the other facilities are from the ‘50s and we are going to take a look whether it is worth it to remodel those, reuse them or worth it to demolish them and free up space for other needs.

Mr. Ratner:

You also look at some of the energy management and other characteristics of old buildings, at some point it just gets to that stage. It will be a fun planning process.

Mr. Brass:

Very good point because, in fact, unless you padlock it someone is going to creep into it.

Mr. Shkurti:

Mr. Chairman, Melissa Bellini slipped me a note that deals with the question that Mr. O’Dell asked about construction on campus and how we avoid difficulties that we talked about. There is a two day meeting scheduled in May to work on aligning all the construction on campus including the infrastructure projects so that by June we will have a summary and we can share that with you on the impact and conflicts. I am sure some of these we will be able to resolve quickly, some we will not, and we will take a little more time, but we are already working through addressing this issue of the construction. I would emphasize again the point that we have had, and the heart hospital is a good example, construction here is successful where we have maintained volume, but this is a lot bigger than anything we have done before, so we are going to have to work extra hard to make sure we are able to function appropriately.

Mr. Alvarez-Breckenridge:

I had a question related to, I think, the $73 million per year. Over the last few years there has been expansion with Martha Morehouse, Stoneridge and some of the primary care facilities, and I was not sure where the costs came for funding that, and as we presumably would need more primary care facilities in the community, would that relate to the $73 million or would we have additional costs related to that, and would that add further costs to the entire Medical Center's expenditures.

Mr. Shkurti:

Mr. Alvarez-Breckenridge let me answer that briefly and then see if my colleagues want to add to it. The type of facilities you are talking about which are primarily ambulatory facilities are not part of the billion dollar envelope. Most of those we expect to be self-financing, and I will talk about the Route 23 facility tomorrow. We are going to do a lease, we think, by the end of the first year and a half and it will be a positive cash flow, so that I think would be the short answer.

Mr. Brass:

Mr. Chair, I would be remiss if I did not personally thank Chris, Peter, Dave, Bill, Chip, and all their people behind them. I have to tell you I have been on and off of this campus a lot since the last Board meeting, and have had a lot of phone calls, and I just know how much work has gone on behind the scene. They have done a really, really good job for our University, so I want to publicly thank them. They have done a nice job.

Dr. Cloyd:

Thank you Mr. Brass, and let me also thank you and you know there is a sense of confidence you get in a huge project like this when you sense you have all the right leaders gathered around the program area and putting attention to it and we certainly have it here. I do thank you for all the time you are spending and it is probably warmer here than it is in Toledo, so there may be some benefits in that regard.

Any other questions or comments on this subject?

(See Appendix XLIV for background information, page 1057.)

The Board will now recess until tomorrow at 12:30 pm. The Board's Committee meetings will begin at 8:30 am here at the Longaberger Alumni House.

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Dr. Cloyd reconvened the meeting on Friday, April 4, 2008, at 12:50 pm.

Present: G. Gil Cloyd, Chairman, Karen L. Hendricks, Dimon R. McFerson, John D. Ong, Douglas G. Borror, Leslie H. Wexner, Walden W. O'Dell, Alex Shumate, Brian K. Hicks, John C. Fisher, Robert H. Schottenstein, Alan W. Brass, Algenon L. Marbley, Ronald A. Ratner, Christopher Alvarez-Breckenridge and Debra J. Van Camp.

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Dr. Cloyd:

So that we are able to conduct the business of this meeting in an orderly fashion I ask that the ringers on all cell phones and other communication devices be turned off at this time, and I would also ask that the audience observe the rules of the quorum proper to the conduct of the business at hand.

At this time I would like to welcome Peter Weiler, our new Senior Vice President for University Development, we are delighted Peter to have you joining us and we are looking forward to working with you in what we know is going to be a very exciting year. Thank you and welcome. Why don't you stand up?

I would now like to call on Karen Hendricks, Vice Chair to preside over the next item of business on the agenda.

Ms. Hendricks:

Thank you Gil. I would like to call on Dimon McFerson, Chair of the Committee on Trusteeship to report on the review of the chairman and the election of officers.

Mr. McFerson:

Thank you Karen. Well as folks may recall a year ago we went through an elaborate process, because the Board expanded from 9 to 15, as to how we are going to function from a governance perspective. At that time we put in place the program that you see operating before you and it was agreed also that every year we would step back and ask ourselves going forward for the next year how everybody felt. So I personally contacted every member of the Board and had a dialogue and a conversation regarding the leadership of the Board. I am very happy to say, without any reservation whatsoever, everyone is unanimously supportive and appreciative of the great job our chair, Dr. Gil Cloyd, has done this past year. The Committee on Trusteeship met this morning and we discussed very briefly the process, and unanimously are recommending that he be elected again as the chair of the Board. Following the practice that was put in place a year ago, the senior member of the Board, or said another way, the Board member that is in their last year of service, if not serving as Board chair, would serve as the vice chair and so that would mean, me, as vice chair of the Board, and the slate would further re-elect Dr. David Frantz as our secretary, and as interim treasurer, Tom Johnson. This concludes the report from the Committee on Trusteeship, and we do so very enthusiastically.

Ms. Hendricks:

Thank you Dimon. I would like to call for a motion and a second to Dimon's proposal.

Do we have any nominations from the floor? Hearing none, then we will close the nominations. We will have a show of hand vote. If you are in favor, raise your hand.

Any opposed raise your hand.

Upon motion of Mr. Wexner, seconded by Amb. Ong, the Board of Trustees adopted the foregoing motion by a unanimous show of hands.

Dr. Cloyd:

Thank you, Karen. Thank you, Dimon.

Mr. McFerson:

Thank you for a great job.

Dr. Cloyd:

Thank you very much, and thank you to the Board members, your vote of confidence really touches me and means an awful lot to me. It is truly an honor to be associated with such a wonderful and great group of people working for such a wonderful University as we have, and I look forward to the coming year, and thank you.

Next I would like to move to some really important recognition. Over the years our Board has been well served by its Student Trustees. This is true in the case of Christopher Alvarez-Breckenridge who is attending his final Board meeting today. Christopher has provided us with tremendous insight while serving on the presidential search committee and has been very engaged in the process of selecting the next student Trustee, and has written a manual to help them in their orientation to trusteeship. Next weekend, in fact, he will be attending the Association of Governing Boards meeting to moderate a round table discussion on student trustee orientation. He truly excelled as an undergraduate student and now as a professional student. Christopher we know you are going to be continuing your studies in the College of Medicine for the next couple of years so you are not going anywhere. We know we will all continue to benefit from your presence here at Ohio State and continue as just a wonderful ambassador of this institution. I noted last night to the Trustees as we talked with Christopher about how the student perspective is very important to us as we conduct the work on this Board. Christopher has measured up in every way in terms of always helping us understand the student perspective on important issues but he has certainly moved well beyond that. Those of you who know Christopher, he is marvelously intelligent, deeply insightful and deliberate, and conscientious with what I call a constant sense of nobility. He is always looking at the higher causes, the better paths, and we have all really benefited from your help, your advice and your council, Christopher. Speaking for the entire Board of Trustees, we want to thank you very much for the outstanding service you have provided in the last two years and we want to wish you every success in the future and we share the pride, that your parents here today have for you and do look forward to continued interactions in the future. Thank you so much.

Mr. Alvarez-Breckenridge:

First of all thank you very much Dr. Cloyd for your very kind remarks. I would be remiss if I did not thank my parents for their support during these two years and prior to my years on the Board. They really fostered my intellect and analytical mind, and I certainly would not be here if it were not for them. Secondly I really do have to thank former Governor Taft, I am very grateful for his appointment. In terms of the Board members, I am grateful for all of you. I really strove to have a personal interaction with each and every one of you and get to know all of you and really tried to foster a relationship and it is something that has enriched me a great deal these past two years. I certainly hope that is something that will continue with each and every one of you because I care for all of you very deeply. Outside of the Board I would also like to thank all the administrators, I have had a chance to bug you several times. I apologize if I bothered you too much, but really always sought your mentorship and guidance and you were always a huge asset to me. President Gee, it has been a honor getting to work with you this one year seeing how you are probably going to be here for a while, and I will too. The question is who will finish their tenure at Ohio State first? I sincerely hope it is me. I would love to continue to give back to The Ohio State University in anyway you would see fit. Continuing on the course of thanking people, my friends over in the corner, Maureen, Ann and Korenia, you have been an immense help to me and I thank you for always having a smile every time I come in the office. I do not know if the smile is there before or after, but at least while I am there you are very gracious and kind. The last person that I have to thank is Deb. The student trustee position is something that I have cared very passionately about and I try to institute a legacy that will continue down the road. I feel that with Deb as the upcoming senior student trustee that the position is stronger than it ever has been, and personally I feel that you are the best student trustee Ohio State has ever had. I am very excited to see where you take the position. Thank you very much.

Dr. Cloyd:

Thank you Christopher, it is really nice today to have sartorial splendor of two bow ties around the table.

Mr. Alvarez-Breckenridge:

It is my parting gift.

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PRESIDENT'S REPORT

Dr. Gee:

I am going to be very, very short because we are running behind and I have a rather lengthy report, but I am going to keep it very short. First of all welcome to Peter Weiler. Peter, when I came here six months ago in this room, it was longer than that actually, it just seems like it was six months. I am completing my sixth month. I noted that there was no wallet safe in Ohio, and indeed Peter is going to make that the case, so I appreciate that. Jeff Kaplan, we have not noted that Jeff has been promoted and is doing a marvelous job for his work, and for what he does I am very grateful. Rich Hollingsworth, who has announced his retirement, is one of those constant University citizens and will continue to be a University citizen. He is changing roles. Much of the quality of student life and the endeavors we have had can be attributed to Rich and his leadership and I just wanted to be on the record thanking him. Christopher, we will run to the end together as a matter of fact. I look forward to getting my name on your diploma and more importantly I have appreciated the role you have played. Christopher has saved me from embarrassing moments. Deb and Christopher took me out a couple times. One evening they took me out and Christopher refused to allow me to have my picture taken at one of those student parties with bunny ears, and so I am grateful for that Christopher, you saved me from myself. Thank you very much. I am appreciative for that.

One of the things I want to note, and I will just say this, and I sent a note to our chairman, got up early and wrote him a note because his election was forgone, I had been his campaign manager and had the votes counted. I think we all know that he has done a remarkable job of knitting and weaving a Board together in ways that has now made us stronger and more viable. This is my last point; one cannot have a great University without a great Board. I am just looking at every one of you. It is important to know that the maturity of this Board and the way that you have come together, after what I think we would have to say was a time of imbalance, is something that I greatly appreciate. I can assure you, the people who sit behind you, on either side of here, we understand that we work for you but we also understand that the strength of this University resides in you and your willingness to move the institution forward. I love the fact that we have had these really invigorating conversations. You are holding us to high standards. You are pushing us and you are developing expectations of your role and our role together. You are developing great partnerships but most importantly you are showing a level of public service and public leadership which I think is astonishing. I just wanted to be on the record saying that the greatness of this University is going to reside in you so we are in very good hands. Our chairman could not be a better chairman. He and I had this wonderful moment, we were carrying on business on the treadmills in the Blackwell at five o'clock in the morning, and he is in great shape, because I am breathing heavily and he continued to do his work.

Today my report is gratefulness for the opportunity that I have, grateful for the six months you have given me, grateful for the leadership that we have assembled, and grateful for the opportunity to serve. Thank you very much Mr. Chairman.

Dr. Cloyd:

Thank you President Gee for those kind words and I can tell you, speaking for every Board member, we very much appreciate the leadership and vigor and vitality that you are bringing here to Ohio State. It is hard to imagine that it is six months since you have actually been on the payroll. I know you were working long before that for Ohio State. The progress that has been made since you have come here is just tremendous, and we appreciate that very much.

We have had a day and a half of some very busy and very important committee meetings, and I would like to now move for reports on the committees and we will begin with the Audit and Compliance Committee report. Mr. Schottenstein.

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COMMITTEE REPORTS

Mr. Schottenstein:

Thank you Mr. Chairman. The Audit and Compliance Committee met yesterday. There were no action items, and I will be very brief in reviewing what we discussed. We discussed and reached consensus on what our calendar would be for the fiscal year in terms of both audit issues and compliance issues. We had a fairly in-depth review by Mr. Shkurti of the responses to the Deloitte management letter in terms of what we are doing in areas that our external auditors noted require some action to be done. I am very happy to report that excellent progress is being made there that was recognized by both the Audit and Compliance Committee and also by our external auditors.

We also reviewed the Deloitte fiscal year 08 audit plan. We had a report from Mr. Culley and Mr. Haverkamp on the affiliated entities policy. I believe that same report was also given to the Committee on Trusteeship. I want to say that I think the manner we are preceding with managing, monitoring, and governing affiliated entities is outstanding in our operational audit that PricewaterhouseCoopers did for us. They singled us out as somewhat of a best practice in this area, but we think we can even improve what we have been doing, and I think that the work Mr. Culley has overseen has been very robust and the committee was very appreciative of it.

Finally we had an interesting report from Mr. Lewellen dealing with various compliance matters that the Office of Human Resources oversees, and that concludes my report.

Dr. Cloyd:

Thank you Mr. Schottenstein. Any questions or comments?

We will now hear from the Development and Investment Committee, Mr. Wexner.

Mr. Wexner:

It was Peter Weiler's first full meeting and getting on board. We are in a quiet period assessing staff potential and probably for the next six months looking at potential against the University priorities to make sure our funding requirements align to the University's needs, and just reviewing everything, and staff capabilities. Probably sometime this fall Peter and Gordon will test-fly the case for the endowment campaign with some key donors around the country, so I think we are on track.

On the investment side, making progress, looking at reallocations of funds and investment managers and getting more information about best practices of not just pure institutions but looking at the top tier within the peer groups, so we looked at public Universities. What would the top quartile of publics do on their investment returns if we are looking at the Big Ten. It would be the same way, looking at the top quartile of performance and trying to understand how they are staffed, how they allocate investment funds. One of the things that came up in the meeting, which should interest the Board, is that as you look at average performance and then you look at average allocation to different investment pools is that it correlates - and

Cambridge Associates made a very good presentation this morning - to average or below average returns. The better than average returns come from market leading investments and when you look at the average you are looking at the way the market was and so I think the Development and Investment Committee is processing that because there is some comfort in investing on an average basis to other portfolio investments. The risk is that your returns will be probably below average because you are following the market, the reporting basis and it takes some risk and I think some expertise to get at the forward edge of the market. The search for a chief investment officer is very important because we are really not able to execute without an executive as fully as we would like. Because it is a full time job for several people. I think that is substantially where we are.

Dr. Cloyd:

Thank you very much Mr. Wexner. Are there questions or comments?

Thank you and I would just like to make a comment. I would like to particularly acknowledge the work of the committee. The work they are doing now, really digging deep into investment best practices and gauge the best external thinking, it really sparked the thought of being up there at the top of the top tier and looking at what takes a leadership return, that's terrific. I would also just like to acknowledge, Mr. Weiler, that you are going to have everyone's support on this Board. Mr. Wexner made a comment at one of our meetings yesterday that the development campaign as we think about it is Ohio State's and it really begins around this table with the Trustees and I just want you to know that you are going to have our full support as you think through and help guide us on what is the best strategy for our development campaign.

Alright, next we will hear from the Committee on Trusteeship, Mr. McFerson.

Mr. McFerson:

Thank you Mr. Chairman, and again congratulations on your reelection, and we look forward to another very, very strong year. We had just a few items to discuss at our 9:00 o'clock meeting this morning, the first was guidelines for non-trustee Board committee appointments. We believe we are now in a position to bring this forward at our June meeting for a vote. There are not many guidelines but we certainly encourage every committee to have non-trustee Board appointments made and hope those guidelines will be acceptable to everyone.

Secondly, we also had a first reading on the policy on affiliated entities. The same discussion that took place in the Audit and Compliance Committee. It is important that the Committee on Trusteeship, which is the Board's governance committee, feel very comfortable with these guidelines and we expect that at the next meeting we will be able to recommend those to the full Board for acceptance and then look to the Audit and Compliance Committee for compliance of those guidelines when they get put in place.

We then had a brief discussion from Peter Geier, amendments to the code of regulations of the OSU Managed Healthcare Systems. This was by voice vote accepted by the committee and being sent to the consent agenda as item number 13. We then spent a little bit of time on election of officers and that action has already taken place.

Dr. Cloyd:

Thank you Mr. McFerson. Any questions or comments on this committee's report?

We will next go to Academic and Student Affairs Committee, Ambassador Ong.

Ambassador Ong:

The principle subject of our meeting today was to consider the nature and purposes of centers and institutions in the University, and to talk a little bit about what changes need to be made there and what future use of these entities we might want to consider. I will go to some length in explaining this, I think for many members of the committee, it was new information and I'm sure will be to others on the Board. The first thing to understand is that we have some 60 institutes or centers throughout Ohio State. The next interesting thing is that these are interchangeable titles, there is no difference constitutionally between a center or an institute. The use of one term or the other is pretty much at the discretions of those people who are organizing that center or institute. All of them have a multidisciplinary function. They involve faculty from a number of departments and in most cases, many cases even a number of colleges, and so they to some extent fall into the strategic area that President Gee has outlined for increasing the amount of interdisciplinary activity across the University. They are not authorized to do several things, they are not authorized to grant tenure, they are not authorized to offer courses, although there is some exception to that, occasionally if, with the approval of the Council of Academic Affairs, a center related academic unit may delegate to that particular center the authority to offer a course, but this is not very often done.

Centers have traditionally been reviewed no later than eight years after their establishment, and every four years there after. Going forward some of the older centers are going to be two or three of those each year, are going to be reviewed to see whether their intended purpose is still being fulfilled. Since the mid-1990s, centers and institutes have been established by the Board of Trustees ultimately, but upon the recommendation of the University Senate through its Council on Academic Affairs, and in concert with the academic units that would commit or receive resources from the centers, departments, or colleges.

Eighteen centers have been established under this system since the mid-'90s but importantly more than 40 other centers exist that were established prior to that time and prior to that kind of system, and the manner of their establishment was considerably more casual, if that is the right word, than the current system.

Some centers have considerable central funding from the Office of the President, from the Office of Academic Affairs or from the Office of Research, others are primarily funded at the college level by the dean. Revisions are being considered by the Office of Academic Affairs in the old manner in which centers and institutes have been developed since the mid-'90s. The proposal of the Council of our Academic Affairs of which will go forward through the usual approval procedures and arrive on our desk probably at the June meeting would provide that a subcommittee of the council on Academic Affairs will be responsible for centers and institutes, that will be their function. There will be two types of centers, University centers and college centers. Only University centers will go through formal Council on Academic Affairs development and subsequent review. College centers will be developed and reviewed within the colleges with the authority of the dean. College centers however and University centers will generally align in their approval and review processes.

In discussing these matters it became clear that while these are interdisciplinary units of a University, they may or may not be the appropriate matter in which to expand interdisciplinary activity of the University as President Gee desires of doing. Questions have been raised as to whether we should allow centers, some of them which are doing worthwhile work, to grant tenure track or to offer courses, or to initiate programs independently of any other supporting departments or colleges. The question that was raised when we discussed that point was if there needs to be some kind of sunset provision for these centers if they are allowed to grant tenure and do these other things. It might make the process of sun setting somewhat more difficult. The University is going to look into all of these possibilities and they will as I say, and come back with the proposal for the new University Center and College Center System in June, but the review of some of the existing older centers will continue and there could be some further action later in the year and into the years ahead.

We also discussed whether there was a better role or more significant role to be played in a development process by centers. Since some of our centers are doing interesting interdisciplinary work which could attract endowment giving. I think there was an agreement that the provost will discuss these possibilities with the Senior Vice President for Development. An appropriate thing to do in terms of the quiet phase of our projected campaign.

Whereas the provost and the committee had agreed at the beginning of the year that we would generally have just one discussion item for each agenda, we violated that a little bit today because there has been intervening variables that occurred just a week ago that is likely to have a very significant impact upon the academic affairs of this University, and that is the release of the chancellor's report and recommendations on the University System of Ohio. Dr. Asher joined us and gave a presentation outlining the contents of that report and talked about some of the implications for Ohio State and indeed some of the concerns that we should have as the review process of that report goes forward. The report solicits formal reactions by each of the higher education institutions in the state so Ohio State will be participating in that process and this discussion which was a very fruitful and substantive one is going to give Dr. Asher and the provost some ideas to consider as they prepare the University's response and then monitor the development of the program which will take some time because many of the recommendations being made by the Chancellor actually require action by the General Assembly before they can be completed.

Fundamentally the plan offers a number of strategies for making higher education more affordable to Ohioans by greater reliance on community colleges and regional campuses of the various 13 state universities. It introduces the idea of dual admissions to a community college and a university simultaneously. The object being to allow a particular student to enjoy the lower cost of community college for the first two years and then enjoy the higher quality of instruction at the main campus in the last two years. A strong emphasis in the report is on quantitative matters. Graduating more people at the associate and baccalaureate levels in particular, also perhaps the graduate professional level. It does however specifically recognize qualitative matters as well which is very important for us. Clearly growth in degree granting is not something that is likely to be a focus of effort at Ohio State. We already have the largest single campus in the country and so quantitative growth is not our thing, however the report specifically recognizes that each of the 13 universities in the state should define for itself, a specific role and then be measured in terms of performance by its ability to carry out that role in an effective manner. Ohio State is specifically recognized in the report as the state's Land Grant University and "National Research University." So it seems likely that as the individual missions of these universities are defined by the chancellor that the definition of our role is likely to center around the quality of instruction that we have, the capability of our student body with selective admissions and our research and innovation efforts rather than increases in student enrollment.

There is a lot of emphasis in the report on accountability. There are then several elements to the report that Dr. Asher centered on as being important for us to think about. Obviously the admissions situation qualification for admissions is one that we need to be careful about the way in which the definition of this dual admissions thing is ultimately outlined. Ohio State had, prior to the issuance of this report, begun an initiative to advocate removing certain state restrictions on our activities, or better said certain state procedures of which cause us to take more time and spend more money upfront for various things in particular construction projects, restrictions with regard to treatment of intellectual property and so on. Those are not covered in the report. The committee feels we should not allow those issues to go away as this process continues. We should see that those kinds of considerations released from those restrictions become part of the format of the State University System of Ohio. There is also a prevision for creating a charitable foundation which would allow the chancellor to solicit private funds to create an endowment for financial aid with an immediate target on about $1 billion and there is some considerable concern by the various universities about what impact that would have on current development activities that ourselves and others similarly situated, there again, another thing to keep an eye on.

There is also a suggestion that all universities be required to use the semester system. This of course would have an impact immediately upon us and just exactly what switching to a semester would mean is not clear from the report.

We ended the session with interesting discussion about who the next chancellor will be. The question arose because I think most of us are very comfortable with the current chancellor. He is intelligent, he is thoughtful, he seems to have a good appreciation for what this University is about, but this plan is a ten-year plan, so it is very likely to go many years beyond his term of office. The question was raised whether there should be some definition of what qualifications there should be for a new Chancellor. Chancellors, under legislation passed earlier this year, are now directly appointed by the governor just like other members of his cabinet. They will be a member of the cabinet. That legislation contains no language regarding qualification or characteristics. There was some considerable discussion of that and I think an agreement that this should be a clarification of the legislation that created the chancellor and his current guys that is part of the establishment of the University system.

Finally we had five consent agenda items that were presented by the provost and recommended to the Board by our committee.

Dr. Cloyd:

Thank you Ambassador. Questions or comments on the report?

I have two comments I wanted to make, first of all I do not think Vice Provost Smith is here, but I am really compelled to acknowledge appreciation for the work that they are doing around centers and institutes. As we have talked around this table many times, simplifying work, bringing focus, getting rid of complexity, getting rid of bureaucracy is just extraordinarily important to have a highly efficient and effective University, and the work that is going on right now really reflects that, and that is often non-glamorous and I think it is fair to say, sometimes under-appreciated work, but I think it is a terrific effort and President Gee I am glad to see the University taking this on.

We will try to have regular kinds of updates with the Board on the University System of Ohio. As things develop, as the Ambassador said, we are part of the system, we have a critical role to play in the system as Ohio seeks some goals that I know we all support, but doing it in a way that leverages our strengths, does not create any bureaucracy or inappropriate barriers as we go forward, kind of into the how's, I think, in terms of what we want to accomplish. Everyone is aligned, but obviously as we get into some of the how's it done, there is going to be some questions and opportunities to do it in the most efficient and effective way. I know the Ambassador and his committee will work to keep the Board up-to-date in terms of the development of this important new system.

I would like to next go to the Fiscal Affairs Committee, Mr. Hicks.

Mr. Hicks:

Thank you Mr. Chairman, we had a four hour agenda that we put into a 90 minute meeting, so I will try to take some time and go through some of these things very quickly.

We heard a first reading of our FY09 instructional and general fee recommendations. This will come back to us as part of the budget process in months to come, but we would highlight that we will be recommending a zero percent tuition increase per state law. This is a first, as Mr. Shkurti pointed out, back to back tuition freezes in 40 years, so that is very significant.

We will be eliminating with this any tiered tuition that we have had for the last several years. For non-resident and graduate tuition, we will see about a 5 percent increase, although that is the lowest level in 14 years for non-residents and the lowest level in six years for graduates, so these numbers are very strong and very solid. Room and board will see a slight increase although we are putting a lot of money, as we all know, back into renovations particularly of our dormitories over the next several years, four years particularly. We do have, and will see a recommendation of a $1 increase for the RPAC, but at the same time we will see part of the recommendation package that comes forward for increased financial aid to accommodate even these minor increases for room and board and RPAC and other things.

We then heard a second reading of the five-year financial goals. This is information we heard back in September. A number of changes and considerations have been included in this document since that time to essentially account for new processes that the president and his administration are putting into place. We are obviously looking at liquidity and margin and debt coverage rations, and we are expecting a vote in June on that.

We had a very brief report on the long-term operating funds and the investment of those. Although the majority of that activity will be done by the Development and Investment Committee, I think they are going to be coming forward in the next subsequent meetings with a recommendation from that standpoint.

We had a very interesting dialogue and discussion on a report that we requested back in December to look at our capital expenditure trends, particularly looking at the major areas in which we are spending the majority of our capital expenditure dollars. We looked particularly at age to depletion ratios and analysis for academic health science buildings, athletic buildings, student affairs, both the housing and some of the non-housing student affairs. We clearly have some challenges from a housing standpoint. We did have some discussion of the regional campuses and overall infrastructure. We talked a lot about needing some additional analysis, particularly related to our peers and other organizations in planning, but this is the first crack we have really taken and looked at in these big buckets, and it was very good and Bill Shkurti and Melissa Bellini and their staff did a good job presenting this information to us.

We had a fairly extensive discussion on energy services at this meeting today. We expect to have another long discussion on energy sustainability in June but we focused on the service areas today. This is one of the six significant areas that we have identified for cost containment. We spend about $58 million a year on energy, so it obviously is a big ticket item. We talked a lot about how to continue, make sure we have continuity and good customer service for our energy needs. Utility metering, we had an overview of some of the energy audits, and some of the improvement programs that have been done in a number of the buildings. There have been 27 energy projects completed and it has saved about $1.42 million. There are another 11 projects going on right now that savings will, when completed, be in the $780 thousand range. The savings are very significant there.

We spent some time talking about a mandate that is on us from House Bill 251 that was passed last year. In a nutshell, House Bill 251, among other things, requires us to reduce our energy consumption by 20 percent by the year 2014. So this is a fairly significant change in operations that we have to do. There will be Inner-University Council (IUC) guidelines on this, and Melissa and her staff, Ross Parkman and Aparna Dial, are going to be presenting a plan to us later this fall on those issues.

We had a very robust discussion on our energy mandates and our energy benchmarks, and really spent a lot of time talking about how we look at major renovations, like the library and new construction like what we are talking about with the Medical Center and certainly with the Ohio Union and other things, to ensure that we are really looking at total lifecycle costs for these buildings. Energy up until fairly recently really, 2006-2007 was not one of the key categories that we looked at, although given the energy prices today and what we are expecting they are going to be in the future. We do need to look at the utility costs. We have asked the staff to help us develop a policy so that when we are looking at these major construction projects that we are thinking about how we incorporate the most efficient design parts right as we are doing the design work. Mr. Schottenstein raised the analogy of we have a policy that basically says we have to have a certain amount of our private development dollars in hand before we go to construction, and this is somewhat analogist to that where we want to think about looking at a certain benchmark, if you will, of utility reduction and efficiency before we get into construction. We spent a lot of time talking about that and its an issue we are going to spend some more time on.

We also asked the staff to look at a couple of the existing ongoing projects, like the library, like the Ohio Union, to figure out if there is anything we could do yet still to improve the energy efficiency of these buildings as the utility costs continue to go up and up. We had a very, very robust discussion on those issues.

We had our quarterly capital projects report from Melissa Bellini. We did hear an update on the library, which reminded everybody that this is $108 million. It is on budget and on time right now, which we are very pleased to see. Also it was pointed out that 85 percent of the development dollars are in hand for this project, so that is over $25 million in hand, cash in hand, so we are very pleased to see that. We talked a little bit about the Ohio Union Parking Garage which I am sure everyone who has to park on campus will be delighted when that gets done. That is also on time and on budget, and it turns out that we are actually in the lower end of the cost side of the house, if you will, for building parking garages at this facility. We were actually able to reduce some of the costs because of the way it was bid out with the Ohio Union construction, as one fell swoop project if you will.

We talked a little bit about OARDC Animal and Plant Biology Level 3 isolate facility. This is called the BSL3 Facility. The schematic designs for this building came in fairly higher than what we were expecting. We had budgeted in the neighborhood of $20 million, it came in at $25 million. Staff is looking at a number of options and some feasibility plans to reduce the costs of this or to recast the projects and where we would come on this. This project does show where our different levels of review at different points along the construction line are very helpful to us as we try to get a handle on these construction costs.

We heard from Bill Shkurti and Pete Geier about our ambulatory care plans, specifically that we will be having an ambulatory care facility of about 30,000 square feet up on Route 23 and Lewis Center. No vote is needed for this in our new policies that we passed last month. It was a bid project. We will be housing some family medicine, sports medicine and some imaging and cardiology, I think, in this location once it is fully up and running.

We also expect, according to Mr. Geier, to be moving towards an RFP, an April timeframe to be looked at for James Care, which is currently in operation and at full operation up in Dublin as we know.

We have four resolutions for the consent agenda, dealing with two internal lines of credits of which money has been identified. We have a number of design and construction contracts, two of which I would point out have to do with the Medical System Master Plan that we talked about yesterday, and those are on the consent agenda today, and then we have an item for the purchase of property near the airport and an item for the lease of that property to MedFlight, and we would ask for formal approval of those documents today.

That concludes the report.

Dr. Cloyd:

Thank you, Mr. Hicks. I think you did cram a four hour agenda into 90 minutes. I do have one question on the energy reduction requirements of 20 percent in 2014. It is a two part question. You mentioned that the IUC is going to be having guidelines - what kinds of guidelines, and has anyone factored how you will make that determination versus how you are going to have continued expansion and other facilities coming online between now and 2014.

Mr. Hicks:

I am going to look to Melissa to help out on this.

Ms. Bellini:

The 20 percent reduction is based on the 2004 baseline and so it is really based on the square footage in 2004. The guidelines were to provide parameters for us to build our own policies which we would bring to the Board in November.

Dr. Cloyd:

So you would have a common energy determination by square foot/square meter, and then if you would expand, you would have a common footprint you would do it from.

Ms. Bellini:

BTU is by square foot.

Dr. Cloyd:

I see, thank you.

Mr. Hicks:

Mr. Chairman, one of the things we looked at is very interesting and somewhat alarming, the chart of our BTU usage per square foot compared to some comparable institutions, where it appears ours are going up and some others are going down. We have some more information to gather on that but they are trying to harmonize these things so you are not looking at cost but you are looking at BTUs, so whatever the energy source, whether coal or natural gas or wind, or whatever the case may be, is converted to BTU.

Dr. Cloyd:

So it is BTUs per square foot.

Mr. McFerson:

Is the Ohio Union Parking Garage coming online before the Ohio Union and how many parking spaces are we talking about here?

Ms. Bellini:

It is coming on before, yes, it is coordinated, and I think 1100 spaces. I am sorry, 840 new spaces.

Mr. McFerson:

It's pretty big.

Dr. Cloyd:

Any other questions or comments? Mr. Wexner.

Mr. Wexner:

I had to take a phone call but I know Brian made a point, It is such a big deal. Our energy costs are about $60 million a year, and if you assume energy costs compounded at 10 percent, 12 percent, 15 percent, and 20 percent, at 15 percent they will be $120 million in five years, so the issue really is knowing what the standards are. For example, it was not on anybody's radar, the biomedical research tower, good thing for us to know as an example is that when we started on that project, what the top performers are in terms of planning buildings that are energy efficient, and obviously that was not done, presumably we are efficient, but then the capital costs against the operating costs are going to change the paradigms of our buildings. We are looking at where we have been efficient in capital costs per square foot in the aggregate, we could be terribly inefficient and it just keeps right on going. When we are talking about a magnitude of $60 million line items that could double, I think probably will double on our budget. This is big, for me I never saw it before, but it was like a big red light on my dial.

Dr. Cloyd:

Excellent point. I agree 100 percent Mr. Wexner. I think it is going to be very important and obviously it is going to take a lot of thinking in our state competitive bidding system. How are you going to factor different energy efficient construction plans versus something that might be a lower cost but does not have the same kind of energy efficiency to it because I am still looking for that prescient person, and have not found them. Anyone that tries to predict what fuel costs and energy costs are going to be five to ten years from now, it is just so speculative. We just know it is going to be bigger, but it is how much bigger, who knows. So this is something that is going to be very important for us to do.

Are we getting, you mentioned the IUC and the others, the best thinking we think out there in the country today on how we should be thinking about this?

Ms. Bellini:

I think they are doing a fair job. It is very new. It's a big challenge for all of us given the age of our facilities so I would wait and see the end product before I would say it is the best thinking, but they are benchmarking and are using track …inaudible….. and they do have representation from all…inaudible.

Dr. Cloyd:

Okay. Also Melissa, I would make sure they really look at the private industry and what is going on. I know from our own company standpoint, this is something that is now a very high priority and we are looking for the best thinking out there on construction of energy efficient facilities so I would just encourage a very broad look at who may know something that would be very helpful to us so that we can plan appropriately.

Any other questions or comments.

Mr. Wexner:

This has particular implication as we are about to begin the real planning of the largest facility and medicine clearly uses a lot of energy. Is that going to make the construction costs go lower?

Dr. Cloyd:

Absolutely Mr. Wexner. It's a great point.

Mr. Schottenstein:

Gil, just on this and I am sure this resonates with everyone here. We have a lot of goals as a University, and Gordon has helped shape those. Knowing full well that there are few institutions that will engage in more capital projects in this state or this region over the next generation, for us to take a leadership role in what is an absolutely critical social economic purpose, a noble purpose, I think is something that the University and us as a Board would be commended to get our arms around. I thought that the discussion we had in our committee and the comments that Les and Brian made are really spot on and we need to be a balance. It is as important as having a budget beforehand. What are we doing to be green, what are we doing to pay attention to this? We need to lead in this.

Dr. Cloyd:

I agree. I think it is great and I hope President Gee that resonates with you.

Dr. Gee:

The message has been heard clearly. I want to note what both of you said. There is a confluence here given $100 for a barrel of oil. It is a wonderful confluence which is this, one is the fact that we are going to be doing a tremendous amount of building. Anytime we can save money it is appropriate. Anytime we can also engage in good social policy and good social engineering it is also important. The other thing is the fact that again one of the points that we need to make, and remind ourselves about all the time, is that we want to be on the leading edge of change. We want to set not only a financial standard for excellence, but also a moral standard for good. I think that those two things come together very nicely so I would urge all of us to think very aggressively. Melissa will have that responsibility.

Mr. Wexner:

I think in this one you have the academic and research component, whether it is in engineering, business, life sciences, agrofuels or big state initiatives. We have a whole bunch of reasons, whether it is business students doing a case study or engineers and researchers being engaged in this. We have got a big project that should really have intellectual power just to help us solve it.

Ambassador Ong:

You know this reminds me, we had the discussion, I did not mention this in my report, but there is rather broad and not very specific language in the chancellor's report about Ohio State helping other universities throughout the state. In our committee discussion we assumed that, perhaps, one way to do that might be to convene conferences of the 13 universities here to discuss major issues. This strikes me as a natural thing, if we could draw the other universities in the state together and talk about how do we meet this statutory requirement within the time zone that would be clear evidence of our helping the system.

President Gee:

Coming back to the intellectual resources we can be, Mr. Wexner's point is that here we have some of the environmentally advanced thinking on this campus. Intellectually the question is why not use it in terms of our own internal discussion and external consulting and partnering. We just appointed a new head of our architecture school Ann Pendleton-Jullian, comes to us from MIT, one of the foremost thinkers in terms of environmentally sound facilities in the country and in the world, really. Here she is sitting right there and we should have that conversation starting with people like that.

Mr. Wexner:

To tag on, it just occurred to me, we should all know that one of the Governor's priorities that I have heard about is to make Ohio the center for biofuels, whether it is for plastics or for other products, because of the agricultural nature of the state, and clearly we are really in that and this major bond package that they have is connected, I think, to biofuels and research and we should be at the center of that for the good of the state, for the good of the world, and for the good of ourselves. There is some connective tissue.

Mr. Ratner:

The only thing that I wanted to comment on here is, it is really a much broader issue of sustainability. It is an issue that goes from daylighting, indoor air quality, a whole range of issues, and in my corporate world, when we start to look at issues of sustainability, we have begun to realize that it just cannot be at the end use and say now what can we do to paint the building green. You really have to think through from the very beginning of the process, from sighting buildings, from thinking about the way, at some level, the campus is organized and we think about the way people get around on the campus. It is large. Is there a way to do it without vehicles? There are so many different places, so one level has to ingrain our thinking and everything we do. The other side is that there is also a consistent pattern of being able to go back and finding out, in fact, that there is new low hanging fruit. Technologies just were not available three and five years ago in certain areas of energy recovery, energy sustainability, dealing with waste and dealing with water conservation. Things that were prohibitive in cost just three to five years ago are now not only not prohibitive, but both the cost of the energy on the one side has gone up and the cost of the systems to save energy has gone down, and we were surprised within our corporate portfolio at things that we rejected just five years ago. We thought we had done an exhaustive study on our existing portfolio and found out that redoing that study last year made us realize that we had a very easy 20 percent reduction across the board in energy utilization that was not available when we studied the same property five years ago. I just urge that we constantly keep at this because there is clearly this advance in the underlying technologies of what is available. Changing things, as we speak, so it is not just on major new buildings, I think particularly when we have a lot of old dinosaurs on campus, I think we would be shocked at how much we can do in those buildings to really change the way we use and think about energy.

Dr. Cloyd:

Excellent point.

Mr. Fisher:

I would like to invite all of the Board members over to the dedication this afternoon at 3:00 pm of the 4-H Center, which would be a good example of our best effort to date on campus of a lot of these issues you are talking about.

Dr. Cloyd:

Thank you Mr. Fisher. Any other questions or comments on the report?

I will note for the record that we had a full Board review yesterday. That supplanted the Medical Affairs Committee as we reviewed the Medical Center Space Plan. It was an excellent review. They also have things coming in June. As I was thinking about June and particularly after these reports, I will make a promise to the Board members that Dr. Frantz and I will cloister and figure out how we can cover the number of very meaty topics and key decisions we are going to have to make in June. I think we are going to have to think of non-traditional kinds of thoughts around that so that we will be able to get through the agenda because it is clearly going to be a very important and a very full one.

I would like to now call on President Gee to present the consent agenda to the Board.

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CONSENT AGENDA

President Gee:

Thank you, Mr. Chairman, we have 22 resolutions on the consent agenda. We are asking that separate votes be held for items 12 and 18 due to conflict of interest possibilities, therefore we are asking approval for the following:

REGIONAL CAMPUS BOARD APPOINTMENTS

Resolution No. 2008-86

Synopsis: Approval of appointments to the Mansfield Regional Campus Board is proposed.

WHEREAS the Board of Trustees in 1994 approved the establishment of The Ohio State University Regional Campus Boards; and

WHEREAS it has been previously stipulated that “the board shall be composed of ten members appointed by The Ohio State University Board of Trustees in consultation with the president of the university;” nine members shall be private citizens; and one member shall be a student; and

WHEREAS the following named individuals have been nominated and selected for appointments to the Mansfield Campus Board for the terms specified:

<u>Mansfield Board</u>
David J. Gooch, 1st term, July 1, 2008, through June 30, 2011
John S. Roby, 3rd term, July 1, 2008, through June 30, 2011
John R. Shuler, 2nd term, July 1, 2008, through June 30, 2011
Sara M. Fisher (student), 2nd term, July 1, 2008, through June 30, 2009

NOW THEREFORE

BE IT RESOLVED, That the foregoing nominees be approved as members of the Mansfield Regional Campus Board for the terms specified.

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UNIVERSITY HOSPITALS BOARDS
APPOINTMENT/REAPPOINTMENTS

Resolution No. 2008-87

Synopsis: Recommending approval of appointment/reappointments to the University Hospitals Board, the University Hospitals East Board, OSU Harding Hospital Board and the Richard M. Ross Heart Hospital Board.

WHEREAS in accordance with University Hospitals Board Bylaw (3335-104-01) all members of a specialized board shall be appointed by The Ohio State University Board of Trustees in consultation with the vice president for health services, the senior vice president for health sciences, and the president of the University:

NOW THEREFORE

BE IT RESOLVED, That the following individuals be appointed/reappointed as follows:

University Hospitals Board
Todd B. Barnum (2nd term) – effective March 1, 2008,
through February 28, 2011
John F. Havens (3rd term) – effective May 1, 2008,
through April 30, 2011
W.G. (Jerry) Jurgensen (2nd term) – effective March 1, 2008,
through February 28, 2011
Nancy Petro (3rd term) – effective June 1, 2008, through May 31, 2011

David P. Lauer (reappointment) - Chair, effective July 1, 2008,
through June 30, 2009
Nancy Petro (reappointment) – Vice Chair, effective June 1, 2008,
through May 31, 2009

University Hospitals East Board
Karen Angelou (2nd term) – effective November 1, 2007,
through October 31, 2010
James Phieffer (2nd term) – effective March 1, 2008,
through February 28, 2011

George A. Skestos (reappointment) – Chair, effective July 1, 2008,
through June 30, 2009

OSU Harding Hospital Board
Charles A. Schneider (1st term) effective April 1, 2008,
through March 31, 2011
Donald Scriven (2nd term) – effective April 1, 2008,
through March 31, 2011

Anne K. Jeffrey (reappointment) – Chair, effective July 1, 2008,
through June 30, 2009

Peter F. Frenzer (reappointment) – Vice Chair, effective July 1, 2008, through June 30, 2009

<u>Richard M. Ross Heart Hospital Board</u>
John B. Gerlach Jr. (3rd term) – effective January 1, 2008, through December 31, 2010
William D. Wells (2nd term) – effective July 1, 2007, through June 30, 2010
Frank Wobst (3rd term) – effective January 1, 2008, through December 31, 2010

John B. Gerlach Jr. (reappointment) – Chair, effective September 1, 2008, through August 31, 2009

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REAPPOINTMENT TO THE SELF-INSURANCE BOARD

Resolution No. 2008-88

Synopsis: Reappointment of a member to the Self-Insurance Board is proposed.

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

WHEREAS all members of the Self-Insurance Board shall be appointed by The Ohio State University Board of Trustees upon recommendation of the President:

NOW THEREFORE

BE IT RESOLVED, That the following individual be reappointed as a member of the Self-Insurance Board effective October 1, 2007, for the term specified below:

Thomas W. Johnson, term ending April 30, 2009 (reappointed)

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

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APPROVAL OF THE UNIVERSITY ADMINISTRATIVE REORGANIZATION AND AUTHORITY TO AMEND THE *BYLAWS OF THE BOARD OF TRUSTEES* AND *RULES OF THE UNIVERSITY FACULTY*

Resolution No. 2008-89

Synopsis: Approval of the administrative reorganization plan, organizational chart, and authority to amend the *Bylaws of the Board of Trustees* and *Rules of the University Faculty* to reflect title changes and the delineation of responsibilities in accordance with the reorganization of the central University administration are recommended.

WHEREAS the President has announced an administrative reorganization plan designed to enhance effective decision-making, communication and accountability and align the collective senior leadership to focus on the academic goals and priorities for the University; and

WHEREAS pursuant to the recommended reorganization plan, a copy of which is filed with this resolution, the position of Senior Vice President is being created to bring focus, consistency, and integration to both long-term planning and day-to-day operations and to create unique opportunities for collaboration and to further develop our commitment to *one* Ohio State; and

WHEREAS reporting to the Senior Vice President will be the Vice for President for Student Affairs and the newly established position of Vice President for Outreach and Engagement, with its portfolio to include Campus Partners as well as the University's other outreach initiatives; and

WHEREAS while still reporting directly to the President, the Director of Athletics will work strategically and regularly with the Senior Vice President; and will have the additional title of Assistant Vice President; and

WHEREAS while still reporting directly to the President, the Vice President of Legal Affairs and General Counsel will also report directly to the Senior Vice President; and

WHEREAS other aspects of this reorganization include changing the title of the Vice President for Development to the Senior Vice President for Development; and realigning the reporting responsibility of the Senior Vice President for Research to the Executive Vice President and Provost; and

WHEREAS these and other position realignments and assignments are reflected in personnel actions which are the subject of a separate resolution:

NOW THEREFORE

BE IT RESOLVED, That pursuant to rule 3335-1-09 of the Administrative Code and upon the recommendation of the President, the proposed administrative reorganization plan and organizational chart is hereby approved and the Bylaws of the Board of Trustees and the Rules of the University Faculty are hereby amended accordingly, effective immediately; and

BE IT FURTHER RESOLVED, That the Secretary of the Board of Trustees is hereby authorized and directed to incorporate these changes into the applicable sections in the *Bylaws of the Board of Trustees* and the *Rules of the University Faculty*.

(See Appendix XLV for background information, page 1067.)

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NAMING OF PARKING FACILITY

Resolution No. 2008-90

Synopsis: The naming of the parking garage located at 1585 Westpark Street within The Ohio State University Medical Center area and attached to the Richard M. Ross Heart Hospital is proposed.

WHEREAS the Safe Auto Company and its corporate officers and employees have been longtime and generous donors to The Ohio State University; and

WHEREAS their gift to support the parking of hospital patients and visitors further demonstrates their commitment to the University and the Medical Center; and

WHEREAS their philanthropy will contribute to making excellent medical research, education and patient care available to the citizens of Columbus and the state of Ohio;

NOW THEREFORE

BE IT RESOLVED, that in accordance with paragraph (F) of rule 3335-1-08 of the Administrative Code, the Board of Trustees hereby approves the naming of "The Safe Auto Hospitals Parking Garage," effective immediately.

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AMENDMENTS TO THE *RULES OF THE UNIVERSITY FACULTY*

Resolution No. 2008-91

Synopsis: Approval of the following amendments to the *Rules of the University Faculty* are recommended.

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 February 7, 2008:

3335-5-19.1 University faculty.

For purposes of the governance functions described in rules 3335-5-20 to 3335-5-25<u>, and rule 3335-5-37</u> of the Administrative Code, the term "university faculty" shall mean all regular tenure-track faculty, <u>such regular clinical track faculty as are authorized pursuant to rule 3335-7-11,</u> the president, members of the president's planning cabinet serving at the president's pleasure and designated as executive heads of offices, the deans of the colleges and of the graduate school, and the dean for undergraduate education.

<u>3335-7-11 Participation in governance by regular clinical track faculty.</u>

<u>(A) A college or academic unit that appoints regular clinical track faculty determines the level of participation in college and departmental structures.</u>

(B) A college or academic unit that appoints regular clinical track faculty and elects senators may, by vote of at least a majority of all of its regular tenure track faculty, determine that the regular clinical track members of its faculty are eligible for election to the university senate.

(C) Following approval by a college or academic unit of eligibility of its regular clinical track faculty for election to the senate under the foregoing paragraph:

(1) For purposes of selection of university senators, the electorate for the college or academic unit shall be composed of all regular tenure track and regular clinical track faculty.

(2) Any regular clinical track faculty member appointed by the college or academic unit may stand for election to serve as a representative in the senate.

(3) The minimum and maximum numbers of clinical track faculty from each college or academic unit that may serve as representatives in the senate shall be determined by majority vote of regular tenure track and regular clinical track faculty appointed by that college or academic unit within the limits provided for in paragraph 4 of this section.

(4) One senator or not more than 45% of the senators representing that college or academic unit, whichever is greater, may be regular clinical track faculty of the college or academic unit.

3335-5-38 Terms of office.

(A) unchanged.

(B) Faculty members shall serve three-year terms, with one-third being elected each year; they shall be ineligible for one year for reelection; unless otherwise noted below, faculty-senator elections will be completed before the end of the winter quarter annually.

(C) unchanged.

3335-5-46 Senate committee operating procedures.

The university senate shall have committees designated as organizing, standing, or special.

(A) Membership.

(1) through (4) unchanged.

(5) Terms of service.

Unless otherwise specified by the rules, terms of service of senate committee members shall begin and end on the first day of autumn quarter; incoming members may attend meetings as non-voting members as soon as they are appointed.

(B) Duties and responsibilities.

(1) and (2) unchanged.

(C) Organization.

Committee chairs. Except where otherwise specified by the rules, in the spring each committee shall elect a chair ~~pro tem in the spring~~ from its continuing membership ~~and a chair at its first meeting in the autumn quarter~~, whose term shall begin the subsequent summer quarter; where it is deemed useful, committees may elect a vice-chair in the autumn to assist the current chair.

NOW THEREFORE

BE IT RESOLVED, That the foregoing amendments to the *Rules of the University Faculty* be adopted as recommended by the University Senate.

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ESTABLISHMENT OF A BACHELOR OF SCIENCE IN BIOMEDICAL ENGINEERING DEGREE PROGRAM

Resolution No. 2008-92

WHEREAS biomedical engineering has become accepted as an important field of interdisciplinary research, reflected in a growing set of national-level activities such as the establishment of new academic programs and academic departments; and

WHEREAS at The Ohio State University a graduate program has existed in this field since 1971, but no undergraduate degree program; and

WHEREAS in November 2005 the Department of Biomedical Engineering was established and this new degree program has emerged from the strategic planning process within the Department; and

WHEREAS the proposal was reviewed and approved by the Council on Academic Affairs, and by University Senate at its February 7, 2008 meeting:

NOW THEREFORE

BE IT RESOLVED, That the proposal to establish a Bachelor of Science in Biomedical Engineering degree program is hereby approved, effective upon the approval of the Board of Regents.

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ESTABLISHMENT OF A BACHELOR OF SCIENCE IN ENVIRONMENTAL ENGINEERING DEGREE PROGRAM

Resolution No. 2008-93

WHEREAS the study of environmental engineering is now an “option” within the civil engineering undergraduate degree program, accredited separately since 1993; and

WHEREAS this new degree program conforms to the practice of the profession where the accredited program leads to a BSEnvE degree;

aligns the program with recent changes in accreditation criteria to the content of the National Council on Engineering Examiners for Engineering and Surveying; and will lead to related changes in the existing MS/Ph.D. program in this field; and

WHEREAS the proposal was reviewed and approved by the Council on Academic Affairs, and by University Senate at its February 7, 2008 meeting:

NOW THEREFORE

BE IT RESOLVED, That the proposal to establish a Bachelor of Science in Environmental Engineering degree program is hereby approved, effective upon the approval of the Board of Regents.

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ESTABLISHMENT OF A DOCTOR OF NURSING PRACTICE DEGREE PROGRAM

Resolution No. 2008-94

WHEREAS the Doctor of Nursing Practice (DNP) is being proposed in response to dramatic change in the health care needs of this country and the global community, and is aligned with a recommendation from the *American Association of Colleges of Nursing* (AACN); and

WHEREAS the DNP is an advanced degree for persons already holding a baccalaureate degree and licensed to practice professional nursing, and is not the degree for entry into practice; and the new degree will be a DNP in accordance with AACN recommendations regarding degree title; and

WHEREAS the proposal was reviewed and approved by the Council on Research and Graduate Studies, the Council on Academic Affairs, and by University Senate at its February 7, 2008 meeting:

NOW THEREFORE

BE IT RESOLVED, That the proposal to establish a Doctorate of Nursing Practice degree program is hereby approved, effective upon the approval of the Board of Regents.

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COLLEGE OF DENTISTRY REORGANIZATION

Resolution No. 2008-95

WHEREAS the College of Dentistry currently has eight sections based on recognized dental specialties, each with a section head who reports to the dean; and

WHEREAS recent College discussions have resulted in a proposal to convert the eight sections, and add dental hygiene, to become nine divisions, each with its own chairperson, thus aligning the college, in terms of administrative organization, with peer institutions; and

WHEREAS the proposal was reviewed and approved by the Council on Academic Affairs at its meeting on November 28, 2007:

NOW THEREFORE

BE IT RESOLVED, That the College of Dentistry proposal to convert eight sections and add dental hygiene, to become nine divisions, each with its own chairperson is hereby approved.

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HONORARY DEGREES

Resolution No. 2008-96

Synopsis: The awarding of honorary degrees is recommended for approval.

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

William E. Evans	Doctor of Science
Brien A. Holden	Doctor of Science
Orhan Pamuk	Doctor of Literature

NOW THEREFORE

BE IT RESOLVED, That the above honorary degrees be awarded in accordance with the recommendation at a time convenient to the University and the recipients.

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PERSONNEL ACTIONS

Resolution No. 2008-97

BE IT RESOLVED, That the personnel actions as recorded in the Personnel Budget Records of the University since the February 1, 2008 meeting of the Board, including the following Appointments, Concurrent Appointments, Appointment of Chairpersons, Leave of Absence – Continuation, Professional Improvement Leaves, Emeritus Titles, and Emeritus Titles – change in dates, be approved; and

<u>Appointments</u>

Name:	DANIEL C.K. CHOW
Titles:	Professor (The Joseph S. Platt-Porter, Wright, Morris & Arthur Professorship of Law)
College:	The Moritz College of Law
Term:	December 1, 2007 through November 20, 2017

Name:	BRUCE S. JOHNSON
Title:	Professor (The Thomas J. and Mary E. Heck and Leo H. Faust Memorial Designated Professorship in the Law Library)
College:	The Moritz College of Law
Term:	February 13, 2008 through February 28, 2013

Name:	DONALD O. MUTTI
Titles:	Professor (The E. F. Wildermuth Foundation Professorship in Optometry)
College:	Optometry
Effective:	February 1, 2008

Name:	MOHAMMAD SAMIMY
Titles:	Professor (The Howard D. Winbigler Designated Professorship)
College:	Engineering
Term:	April 1, 2008 through March 31, 2013

Name:	MANI A. VANNAN
Titles:	Chair (The Joseph M. Ryan, M.D. Chair in Cardiovascular Medicine)
College:	Medicine
Term:	November 1, 2007 through October 31, 2012

Concurrent Appointments

Name:	JEFF M.S. KAPLAN
Title:	Senior Vice President
Effective:	March 17, 2008
Concurrent Title:	Special Assistant to the President

Name:	DAVID E. SCHULLER
Titles:	Chief Executive Officer Emeritus of the Comprehensive Cancer Center – The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute Vice President for Medical Center Expansion and Outreach
	Medical Director of the Power to Change Lives Campaign Term: November 1, 2007 through October 31, 2012
Office:	Health Sciences
Concurrent Title:	Professor (The John W. Wolfe Chair in Cancer Research)

Name:	EUGENE SMITH
Title:	Assistant Vice President
Effective	March 17, 2008
Present Position:	Director of Athletics

Appointment of Chairpersons

STUART L. COOPER, Department of Chemical and Biomolecular Engineering, effective July 1, 2008, through June 30, 2012.

KRISHNASWAMY SRINIVASAN, Department of Mechanical Engineering, effective July 1, 2008, through June 30, 2012.

Leave of Absence - Continuation

DECLAN G. SMITHIES, Assistant Professor, Department of Philosophy, effective Autumn Quarter 2008, Winter Quarter, and Spring Quarter 2009, to serve as a Post-doctoral Fellow at The Australian National University.

Professional Improvement Leaves

ROBERT M. ARKIN, Professor, Department of Psychology, effective Winter Quarter and Spring Quarter 2009.

ANISH K. ARORA, Professor, Department of Computer Science and Engineering, effective Autumn Quarter 2008, Winter Quarter and Spring Quarter 2009.

MANSEL G. BLACKFORD, Professor, Department of History, effective Winter Quarter and Spring Quarter 2009.

CYNTHIA J. BROKAW, Professor, Department of History, effective Winter Quarter, Spring Quarter, and Autumn Quarter 2009.

JOHN L. BROOKE, Professor, Department of History, effective Autumn Quarter 2008, Winter Quarter and Spring Quarter 2009.

HENRY R. BUSBY, Professor, Department of Mechanical Engineering, effective Winter Quarter and Spring Quarter 2009.

STEVEN CONN, Professor, Department of History, effective Autumn Quarter 2008, Winter Quarter and Spring Quarter 2009.

JOSE B. CRUZ, JR., Professor, Department of Electrical and Computer Engineering, effective Autumn Quarter 2008 and Winter Quarter 2009.

HELEN FEHERVARY, Professor, Department of Germanic Languages and Literature, effective Winter Quarter and Spring Quarter 2009.

KENNETH W. GOINGS, Professor, Department of African American and African Studies, effective Autumn Quarter 2008 and Winter Quarter 2009.

DONNA J. GUY, Professor, Department of History, effective Autumn Quarter 2008.

DAVID G. HORN, Professor, Department of Comparative Studies, effective Autumn Quarter 2008 and Winter Quarter 2009.

ANDREW HUDGINS, Professor, Department of English, effective Autumn Quarter 2008.

THOMAS J. HUMANIC, Professor, Department of Physics, effective Autumn Quarter 2008 and Winter Quarter 2009.

ELIZABETH V. HUME, Professor, Department of Linguistics, effective Winter Quarter and Spring Quarter 2009.

MARIA C. JULIA, Professor, College of Social Work, effective Winter Quarter and Spring Quarter 2009.
ANTHONY KALDELLIS, Professor, Department of Greek and Latin, effective Autumn Quarter 2008, Winter Quarter and Spring Quarter 2009.

RAMA K. YEDAVALLI, Professor, Department of Aerospace Engineering, effective Winter Quarter and Spring Quarter 2009.

ROBERT D. LEVINE, Professor, Department of Linguistics, effective Spring Quarter and Autumn Quarter 2009.

DANIELLE C. MARX-SCOURAS, Professor, Department of French and Italian, effective Autumn Quarter 2008, Spring Quarter and Winter Quarter 2009.

JUDITH S. MAYNE, Professor, Department of French and Italian, effective Autumn Quarter 2008 and Winter Quarter 2009.

ERIN MCGRAW, Professor, Department of English, effective Autumn Quarter 2008.

JAY I. MYUNG, Professor, Department of Psychology, effective Winter Quarter and Spring Quarter 2009.

FUSUN OZGUNER, Professor, Department of Electrical and Computer Engineering, effective Autumn Quarter 2008 and Winter Quarter 2009.

STUART A. RABY, Professor, Department of Physics, effective Autumn Quarter 2008 and Winter Quarter 2009.

VIRGINIA E. RICHARDSON, Professor, College of Social Work, effective Autumn Quarter 2008, Winter Quarter and Spring Quarter 2009.

TAMAR RUDAVSKY, Professor, Department of Philosophy, effective Autumn Quarter 2008 and Winter Quarter 2009.

MOHAMMAD SAMIMY, Professor, Department of Mechanical Engineering, effective Winter Quarter and Spring Quarter 2009.

VISHWANATH V. SUBRAMANIAM, Professor, Department of Mechanical Engineering, effective Autumn Quarter 2008 and Winter Quarter 2009.

NEIL W. TENNANT, Professor, Department of Philosophy, effective Autumn Quarter 2008 and Winter Quarter 2009.

VADIM I. UTKIN, Professor, Department of Electrical and Computer Engineering, effective Spring Quarter and Autumn Quarter 2009, Winter Quarter 2010.

ROBERT H. WAGONER, Professor, Department of Materials Science and Engineering, effective Autumn Quarter 2008 and Autumn Quarter 2009.

LESLIE M. ALEXANDER, Associate Professor, Department of History, effective Autumn Quarter 2008 and Winter Quarter 2009.

GEORGIOS ANAGNOSTU, Associate Professor, Department of Greek and Latin, effective Autumn Quarter 2008, Winter Quarter and Spring Quarter 2009.

JANICE M. ASKI, Associate Professor, Department of French and Italian, effective Winter Quarter and Spring Quarter 2009.

DAVID A. BREWER, Associate Professor, Department of English, effective Winter Quarter and Spring Quarter 2009.

RALF A. BUNDSCHUH, Associate Professor, Department of Physics, effective Autumn Quarter 2008, Winter Quarter and Spring Quarter 2009.

LUCIA H. COSTIGAN, Associate Professor, Department of Spanish and Portuguese, effective Winter Quarter and Spring Quarter 2009.

HAKAN FERHATOSMANOGLU, Associate Professor, Department of Computer Science and Engineering, effective Winter Quarter and Spring Quarter 2009.

STEVEN S. FINK, Associate Professor, Department of English, effective Autumn Quarter 2008 and Winter Quarter 2009.

YANA HASHAMOVA, Associate Professor, Department of Slavic and East European Languages and Literature, effective Winter Quarter and Spring Quarter 2009.

WENDY S. HESFORD, Associate Professor, Department of English, effective Winter Quarter and Spring Quarter 2009.

ELIZABETH A. HEWITT, Associate Professor, Department of English, effective Winter Quarter and Spring Quarter 2009.

ROBIN E. JUDD, Associate Professor, Department of History, effective Winter Quarter and Spring Quarter 2009.

CHRISTIANE LAEUFER, Associate Professor, Department of French and Italian, effective Winter Quarter and Spring Quarter 2009.

RABI G. MISHALANI, Associate Professor, Department of Civil and Environmental Engineering and Geodetic Science, effective Autumn Quarter 2008 and Winter Quarter 2009.

PAUL REITTER, Associate Professor, Department of Germanic Languages and Literatures, effective Autumn Quarter 2008 and Winter Quarter 2009.

CHARLES J. QUINN, JR., Associate Professor, Department of East Asian Languages and Literatures, effective Winter Quarter and Spring Quarter 2009.

SHELLEY F. QUINN, Associate Professor, Department of East Asian Languages and Literatures, effective Winter Quarter and Spring Quarter 2009.

PHILIP SCHNITER, Associate Professor, Department of Electrical and Computer Engineering, effective Autumn Quarter 2008 and Winter Quarter 2009.

HAN-WEI SHEN, Associate Professor, Department of Computer Science and Engineering, effective Autumn Quarter 2008, Winter Quarter and Spring Quarter 2009.

DAVID H. STEIGERWALD, Associate Professor, Department of History (Marion Campus), effective Autumn Quarter 2008 and Winter Quarter 2009.

DAVID L. STEBENNE, Associate Professor, Department of History, effective Autumn Quarter 2008 and Winter Quarter 2009.

STEPHEN J. SUMMERHILL, Associate Professor, Department of Spanish and Portuguese, effective Winter Quarter and Spring Quarter 2009.

SIGRUN SVAVARSDOTTIR, Associate Professor, Department of Philosophy, effective Autumn Quarter 2008, Winter Quarter and Spring Quarter 2009.

FERNANDO L. TEIXEIRA, Associate Professor, Department of Electrical and Computer Engineering, effective Winter Quarter and Spring Quarter 2009.

HOWARD L. ULMAN, Associate Professor, Department of English, effective Winter Quarter and Spring Quarter 2009.

FERNANDO UNZUETA, Associate Professor, Department of Spanish and Portuguese, effective Autumn Quarter 2008 and Winter Quarter 2009.

HAROLD W. WALKER, Associate Professor, Department of Civil and Environmental Engineering and Geodetic Science, effective Winter Quarter and Spring Quarter 2009.

JIANQI WANG, Associate Professor, Department of East Asian Languages and Literatures, effective Autumn Quarter 2008 and Winter Quarter 2009.

JENNIFER WILLGING, Associate Professor, Department of French and Italian, effective Autumn Quarter 2008 and Winter Quarter 2009.

WOLFGANG E. WINDL, Associate Professor, Department of Materials Science and Engineering, effective Autumn Quarter 2008 and Winter Quarter 2009.

ETSUYO YUASA, Associate Professor, Department of East Asian Languages and Literatures, effective Winter Quarter and Spring Quarter 2009.

PARVANEH POURSHARIATI, Assistant Professor, Department of Near Eastern Languages and Cultures, effective Autumn Quarter 2008, Winter Quarter and Spring Quarter 2009.

Emeritus Titles

REUBEN AHRONI, Department of Near Eastern Languages and Cultures, with the title Professor Emeritus, effective July 1, 2008.

JAMES H. CALDWELL, Department of Internal Medicine, with the title Professor Emeritus, effective April 1, 2008.

THOMAS L. CLANTON, Department of Internal Medicine, with the title Professor Emeritus, effective April 1, 2008.

DAVID J. HORN, Department of Entomology, with the title Professor Emeritus, effective April 1, 2008.

RANDALL E. JAMES, Ohio State University Extension, with the title Professor Emeritus, effective May 1, 2008.

ALAMIN MAZRUI, Department of African American and African Studies, with the title Professor Emeritus, effective April 1, 2008.

ROBERT E. NORTON, Department of Human and Community Resource Development, with the title Professor Emeritus, effective April 1, 2008.

STEPHEN S. PINSKY, Department of Physics, with the title Professor Emeritus, effective April 1, 2008.

RUSSELL M. PITZER, Department of Chemistry, with the title Professor Emeritus, effective July 1, 2008.

KARLIS RACEVSKIS, Department of French and Italian, with the title Professor Emeritus, effective July 1, 2008.

BOSTWICK F. WYMAN, Department of Mathematics, with the title Professor Emeritus, effective July 1, 2008.

STEPHEN R. BAERTSCHE, Ohio State University Extension, with the title Associate Professor Emeritus, effective April 1, 2008.

HARVEY G. SHULMAN, Department of Psychology, with the title Associate Professor Emeritus, effective April 1, 2008.

NEIL J. ANDREW, School of Environment and Natural Resources, with the title Assistant Professor Emeritus, effective April 1, 2008.

JANE C. MARTIN, Ohio State University Extension, with the title Assistant Professor Emeritus, effective May 1, 2008.

<u>Emeritus Titles – change in dates</u>

RAPHAEL T. GEORGE, Department of Consumer Sciences, with the title Associate Professor Emeritus, change effective date of January 1, 2008, to September 1, 2008.

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RESOLUTIONS IN MEMORIAM

Resolution No. 2008-98

Synopsis: Approval of Resolutions in Memoriam is proposed.

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

Arthur E. Adams

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on August 6, 2007, of Arthur E. Adams, Professor Emeritus in the Department of History and former Dean of the College of Humanities and Associate Provost.

Professor Adams was a graduate of the University of Nebraska and a veteran of World War II, having served as an infantry officer overseas and attaining the rank of major. After the war he began graduate work in Russian history at Cornell University and was awarded the degree of

Doctor of Philosophy in 1951. His primary teaching career of almost 20 years was spent at Michigan State University, where he was a recipient of the university's Outstanding Teacher Award and served in various administrative capacities.

Professor Adams came to The Ohio State University in 1970 as a professor of History and dean of the newly established College of Humanities. Admired by many, feared by some, and respected by all, Professor Adams was the consummate dean, insisting on high standards and interested in the growth and development of faculty as well as students. After a seven-year stint as dean, he served as associate provost, then vice provost, and finally, under President Edward Jennings, as special assistant to the president for Research and Graduate Studies (1982-84). In the latter capacity, he created plans for the development of the new Ohio State University Research Park, the principal street of which was officially designated by this Board as "Arthur E. Adams Drive" in his honor.

Colleagues will also remember with gratitude Professor Adams' tireless service to the University as a member of the President's Advisory Council, the Advisory Committee of the Office of International Programs, the Faculty Senate of the Colleges of the Arts and Sciences, the President's Council of Deans, the Council of Deans of the Colleges of the Arts and Sciences, and committees planning the reorganization of the Colleges of the Arts and Sciences and examining the University's system of Public Safety.

Despite the heavy demands of administrative positions throughout his career, Professor Adams remained very much a scholar-administrator, active as author, editor, and prominent member of the American Association for the Advancement of Slavic Studies. His book <u>Bolsheviks in the Ukraine: The Second Campaign, 1918-1919</u> received the Borden Award from the Hoover Institute of Stanford University. Also influential in his field were his books <u>Stalin and His Times</u> and coauthored with his wife (Jan S. Adams) <u>Men versus Systems: Agriculture in the USSR, Poland, and Czechoslovakia</u>. In addition, he was the editor, co-editor, or compiler of several much-used collections of texts and documents in Russian history.

On behalf of the University community, the Board of Trustees expresses to the family of Professor Emeritus Arthur E. Adams 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.

Jan S. Adams

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on December 9, 2007, of Jan S. Adams, Director Emeritus of the Office of International Studies and retired Adjunct Professor of Political Science.

After graduating *cum laude* and Phi Beta Kappa from the University of Nebraska and marrying Arthur E. Adams, Professor Adams took time out from academic work to raise their two children, Russell and Catherine, before beginning graduate work in international politics, with an emphasis on Russia, at Michigan State University. There she earned a Master of Arts degree in 1966 and the degree of Doctor of Philosophy in 1971.

At The Ohio State University from 1970, Professor Adams was appointed assistant professor of Political Science and director of the newly formed Center for Undergraduate International Studies. When this center was expanded and renamed "Center for International Studies" in 1975, she was again named director, a position she held until a year before her retirement, along with the title of adjunct associate professor of Political Science. During that last year--1985-86--her administrative responsibilities were expanded once more as she was named acting vice provost for International Affairs. In each of these positions, she broke new ground at Ohio State and laid the foundation for the structure of instruction in international studies that exists at the University today.

Professor Adams was a driving force in the development of Russian and East European studies at Ohio State. The interdisciplinary course on the Soviet Union that she developed and taught became one of the most popular courses at the University and served undergraduates in many fields as an introduction to the realities of the Communist world. Her achievements in Slavic Studies were recognized nationally when she was named executive secretary of the American Association for the Advancement of Slavic Studies from 1978-80. She also served the central Ohio community as a member of the board of the Columbus Council on World Affairs from 1978-2001.

Over and above her administrative services, Professor Adams was a productive research scholar and author throughout her career. In addition to publishing many articles and producing books of readings, she co-authored (with Arthur E. Adams) Men versus Systems: Agriculture in the USSR, Poland, and Czechoslovakia and was sole author of the books Citizen Inspectors in the Soviet Union: The People's Control Committee and A Foreign Policy in Transition: Moscow's Retreat from Central America and the Caribbean, 1885-1992. The last volume was honored by the AAASS as the best book on Russian or East European relations published in the year 1993.

On behalf of the University community, the Board of Trustees expresses to the family of Director Emeritus and Professor Jan S. Adams 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 her family as an expression of the Board's heartfelt sympathy.

Francis R. Allaire

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on November 27, 2007, of Francis R. “Frank” Allaire, Professor Emeritus in the Department of Animal Sciences in the College of Food, Agricultural, and Environmental Sciences.

Professor Allaire earned his Baccalaureate degree cum laude, majoring in dairy husbandry, and his Master’s of Science degree in animal breeding and genetics from the University of Massachusetts. Thereafter, he completed the Doctor of Philosophy degree in animal breeding with minors in statistics and genetics at Cornell University. Proceeding to The Ohio State University, he served as a post-doctoral researcher in the Department of Dairy Science, 1965-66. The

Department advanced him to the rank of tenure track assistant professor in 1966 and he progressed steadily through the ranks to full professor by 1982. He also held a courtesy appointment in the Department of Genetics as a faculty member in biostatistics in the interdisciplinary graduate program. After 36 years of dedicated service to his department, which was renamed the Department of Animal Sciences, he retired in 2001 as Professor Emeritus.

During most of his career, his research and teaching responsibilities were in the areas of animal breeding and genetics. Dr. Allaire's work in selection techniques for breeding of dairy cattle led to his national Lush Award from the American Dairy Science Association in 1992. He served this prominent organization on the *Journal of Dairy Science* Editorial Board for two terms. In the last years of his professional service, he specialized in agro-ecosystems management, helping to pioneer the program for the Ohio Agricultural Research and Development Center (OARDC). He was one of the founding members of the Agricultural Ecological Management working group that was instrumental in winning the W. K. Kellogg Foundation-endowed chair in ecological management at OARDC. He was excited about leading a faculty group in applying skills for systemic learning through curriculum change and outreach initiatives. He foresaw promoting change in agriculture through participatory research methods with an emphasis in the dairy industry.

Professor Allaire added to the international dimension of The Ohio State University through foreign assignments. They included consultation for the United Nations Development Program in India in 1974, as a Fulbright-Hays Research Scholar at the Agriculture Research Institute in Ireland in 1978, a lecture tour through Northern Europe in 1978, and lecturing and consultation in Australia in 1988. These experiences materially added to his expertise in teaching a variety of courses and the design of an interdisciplinary course entitled "Our food and our land in the 21st century." He was always supported wholeheartedly by his surviving wife, Sheila, and their four children.
On behalf of the University community, the Board of Trustees expresses to the family of Professor Emeritus Francis R. Allaire its deepest sympathy and sense of understanding of their loss. It is directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the Board's heartfelt sympathy.

Robert E. Georges

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on November 18, 2007, of Robert Eugene "Bob" Georges, Associate Dean and Associate Professor Emeritus in the Department of Management and Human Resources in The Max M. Fisher College of Business.

He attended Kansas Wesleyan University in Salina, Kansas, and in 1941 entered the Army Air Corps Flying Program. He trained as a pilot and subsequently flew a variety of trainer and bomber aircraft. He also graduated from the Air Command College and Air War College at Maxwell Air Force Base, Montgomery, Alabama. He earned a B.S. in Business Administration degree from The Ohio State University and an M.B.A. degree from George Washington University. During his 25 years with the United States Air Force, he had assignments in 24 different locations in Asia, Europe, and the United States. He retired as a lieutenant colonel in 1965 and immediately began his second career at what was then the College of Commerce and Administration - now The Max M. Fisher College of Business.

Dr. Georges worked for 22 years in the College and retired as its associate dean in 1987. During this period he was also director of the College's nationally recognized undergraduate program and was responsible for a variety of curriculum and program innovations. He served as an OSU advisor to Junior Achievement and a number of student organizations, mentored countless numbers of individual students, and was recognized for his efforts on behalf of minority students. He was also an active member of the University community and served as president of the Ohio State University Faculty Club. In 1988, the Robert E. Georges Outstanding Student Award and The Robert E. Georges Scholarship Fund were established in his honor.

On behalf of the University community, the Board of Trustees expresses to the family of Associate Dean and Associate Professor Emeritus Robert E. Georges 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.

Geoffrey Keller

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on December 12, 2007, of Geoffrey Keller, Professor Emeritus in the Department of Astronomy.

Professor Keller had a profound impact on the advancement of astronomy, across the country and at Ohio State, in particular. He received his B.S. degree from Swarthmore College in 1938 and served as a physicist in the Navy's Bureau of Ordnance during World War II. His Ph.D. degree was awarded by Columbia University in 1948 for his research on the internal structure and composition of the sun. In that same year he was appointed an instructor at Ohio State and joined the staff at Perkins Observatory. He was a pioneer in using the new digital computers to study the structure of stars and was also an early user of photoelectric photometers to obtain vastly improved measurements of eclipsing variable stars. For the Air Force, Professor Keller modeled the effects of turbulence in the earth's upper atmosphere on the twinkling and blurring of starlight. Pioneering work in this area culminated decades later with "adaptive optics," where this distortion can be overcome to produce much sharper images of celestial objects.

Soon after arriving at Ohio State, Professor Keller concluded that the University needed to offer a Ph.D. in astronomy. Accordingly, he led the planning for appropriate graduate courses and in 1950 the Department of Physics and Astronomy received approval to offer this degree. He directed the Perkins Observatory from 1951-57 and began negotiations which led to moving the Perkins Telescope to a much better site in northern Arizona, greatly improving the telescope's productivity. A condition for moving the telescope was that a replacement be obtained for Perkins Observatory, which he also arranged.

Professor Keller was a leading figure in proposing a "cooperative observatory" where Ohio State, the University of Arizona, and Indiana

University could share in operating a new facility. The idea caught on and by 1957 the consortium consisted of eight major universities. Funding by the National Science Foundation was needed for such a plan, and it was at this point that Professor Keller left Ohio State for the NSF. He was program director for Astronomy from 1957-61, moving up to division director for Mathematical and Physical Sciences (1961-66) and deputy planning director (1966-68). With NSF support, the proposed consortium became the Kitt Peak National Observatory, which soon became a world leader in astronomical research.

Ohio State decided in 1967 to split the College of Arts and Sciences into several smaller colleges, each with its own dean. Professor Keller was recruited back to Ohio State to become the first dean of the College of Mathematics and Physical Sciences, a position he held from 1968-71, when he returned full-time to the Astronomy faculty. Always admired as a fine teacher, he became best known for his Physical Sciences 180 course, where he combined his scientific background with his experiences at the National Science Foundation to provide undergraduates with a unique perspective on how science policy is developed and implemented in the United States. His retirement in 1986 did not mark the end of his service to the University; he was president of the Ohio State University Retirees Association in 1995 and 1996. His career was varied and productive and his contributions to the University, the field of astronomy, and the nation were many.

On behalf of the University community, the Board of Trustees expresses to the family of Professor Emeritus Geoffrey Keller its deepest sympathy and sense of understanding of their loss. It is direct 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.

Jules B. LaPidus

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on December 3, 2007, of Jules B. LaPidus, Professor and Dean Emeritus in the Graduate School.

Jules LaPidus received his Bachelor's degree from the University of Illinois and his M.S. and Ph.D. degrees in medicinal chemistry from the University of Wisconsin. He joined the faculty of The Ohio State University's College of Pharmacy as an assistant professor in 1958, rising to the rank of professor in 1967. Dr. LaPidus authored over 40 professional papers in the general areas of medicinal chemistry and pharmacology. In 1972, he was appointed associate dean for Research in the Graduate School and, later, dean of the Graduate School and vice provost for Research in 1974 where he rendered distinguished service for a decade.

In 1984, Dr. LaPidus left Ohio State to become the president of the Council of Graduate Schools in Washington, D.C., an organization representing nearly 500 institutions offering graduate degrees. From this position, Dr. LaPidus was the chief spokesperson advocating for the importance of graduate education and research in the country and in the world. In addition, he continued to serve the interests of graduate education and his academic discipline as a member of the advisory committees for the National Institutes of Health, the National Science Foundation, the National Academy of Sciences, and the American Association for the Advancement of Science. Dr. LaPidus retired from the Council of Graduate Schools in 2000 and then in 2004, returned to live in Columbus.

At its summer commencement in 2000, Dr. LaPidus was awarded the honorary degree of Doctor of Humane Letters by The Ohio State University. Also that year, the Council on Research and Graduate Studies of The Ohio State University recognized Dr. LaPidus' unparalleled role in graduate education here and nationally by naming two graduate fellowship awards in his honor.

After his return to Columbus, Dr. LaPidus continued to pursue his lifelong interest in classical music through delivering a series of lectures on recorded music at the Old Worthington Library. Dr. LaPidus also served on the Boards of Chamber Music Columbus, the Chamber Music Connection and The Ohio State University Retirees Association.

On behalf of the University community, the Board of Trustees expresses to the family of Professor and Dean Emeritus Jules B. LaPidus 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.

N. L. McCaslin

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on February 26, 2008, of N. L. "Mac" McCaslin, Professor Emeritus in the Department of Human and Community Resource Development.

Professor McCaslin held a Bachelor of Science degree in vocational education, Master of Science degree in agricultural education from the University of Nebraska-Lincoln, and a Doctor of Philosophy degree in agricultural education from Iowa State University. He served as research and evaluation coordinator at the Iowa Department of Public Instruction before coming to The Ohio State University in 1971. Professor McCaslin was a professor of agricultural education from 1971 until his retirement in 2001. He served as chairperson of the Department of Human and Community Resource Development from 1996 through 2001. From 1971-88 he served in various positions in the National Center for Research in Vocational Education. Upon his retirement in 2001, he assumed the role of site director in the National Dissemination Center for Career and Technical Education. His teaching and scholarship interests focused on educational evaluation, planning, and policy analysis. His passion was teaching and mentoring graduate students.

Professor McCaslin was instrumental in developing educational systems in 12 countries. He was co-author of five books and 11 book chapters. In addition, he had an extensive record of scholarly manuscripts published in peer-reviewed journals and other professional dissemination outlets. He served on the editorial review board of the *Journal of Agricultural Education* and as a manuscript reviewer for the *Journal of Vocational Education Research* and the *Educational Evaluation and Policy Analysis* journal. He had also made numerous presentations at a variety of state, regional, national and international conferences and professional meetings. As a consultant, Professor McCaslin provided assistance to over 34 industry, education and government organizations.

Mac served many leadership roles throughout his career, holding offices in the American Vocational Education Research Association, the University Council for Vocational Education and The Ohio State University chapter of Phi Kappa Phi honor society. He provided service to the department promotion and tenure committee, was chairperson of the graduate studies and research committee, and was a member of the college Faculty Council.

Professor McCaslin was the recipient of Honorary State and American FFA degrees. He was also awarded the Outstanding Agricultural Educator Award and was recognized as a fellow in the American Association for Agricultural Education.

On behalf of the University community, the Board of Trustees expresses to the family of Professor N. L. McCaslin 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 E. Panek

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on December 28, 2007, of Paul E. Panek, Professor of Psychology at The Ohio State University at Newark.

Professor Panek held a Bachelor's degree in psychology from Central Connecticut State College, a Master's degree in psychology from the University of Bridgeport, and earned his Ph.D. degree in psychology from The University of Akron. He was a professor of psychology and chairperson of the department at Eastern Illinois University from 1977-88. He came to The Ohio State University at Newark as a full professor in 1988. He served as associate dean, academic dean, psychology coordinator and a faculty member during his tenure at OSU Newark.

He specialized in adulthood, aging and developmental disabilities and conducted cross-cultural research with psychologists in Japan, Italy, Ireland and Scotland. He wrote a college textbook on adulthood development and aging (in its fourth edition), and a manual on the use of a projective technique, the Hand Test. He published more than 100 journal articles and book chapters. He was an invited guest lecturer at Gakushuin University, Tokyo, Japan. He received the Outstanding Faculty Award from Eastern Illinois University, the Distinguished Alumnus in Gerontology Award from the University of Akron and the Robert A. Barnes Award for Exemplary Teaching at The Ohio State University.

Dr. Panek was a registered psychologist in Ohio and Illinois and a qualified mental retardation professional. He was a member of the American Association of Mental Retardation, the American Psychological Association, the Society for Personality Assessment, and the American Association on Mental Retardation. He was a Gerontological Society Fellow. He was a supporter of wildlife and conservation preservation and a sponsor of the Baskets of Life Ministry. He was a loving husband, father and grandfather.

On behalf of the University community, the Board of Trustees expresses to the family of Professor Paul E. Panek 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.

John H. Shaw

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on January 31, 2008, of John H. Shaw, Professor Emeritus in the Department of Physics.

Professor Shaw graduated from Cambridge University, England, with a B.A. degree in 1946, a M.A. degree in 1950 and a Ph.D. degree in physics in 1951. Prior to immigrating here in 1949, John had worked at the Cambridge Solar Physics Observatory from 1946-49. At OSU he started as a research associate in 1949, then progressed through the academic ranks from lecturer in 1951 through the intervening steps in 1953, 1955 and 1958, to become a full professor in 1964. John retired as Professor Emeritus in the Department of Physics in 1988.

Succinctly, one could title John's 40 years of research as "Infrared Studies of Atmospheric Constituents from Ground Level to the Stratosphere." In the early 1950s he and several OSU graduate students developed a widely accepted Atlas of the Solar System from data taken at ground level in a WW II on-campus Quonset hut. By 1953 he had reported on the ozone band near 4.7 microns (*Astrophysics J. 117, 460*). Later he was one of the first physicists to establish the harmful effects of hydrofluorocarbons on the earth's ozone layer.

John Shaw was one of several researchers from OSU known worldwide for their studies of infrared spectra. Four who previously had worked with him here also participated in a session devoted solely to Infrared Spectroscopy of the Atmosphere in the August 1964 International Symposium on Radiation Processes held in Leningrad.

His atmospheric research studies ran from earth level to middle level to the stratosphere including an instrument research mission on Space-lab 3 in 1985; trace molecule spectroscopy of five polyatomic molecules in the middle atmosphere, and odd-nitrogen compounds in the stratosphere were the focus of that research.

John was a dedicated teacher and researcher who expected and received excellent work from his students. He and his wife, Betty, raised four children, at least three of whom have followed careers in science. John and Betty were instrumental in forming an English folk dancing group still meeting weekly as the Columbus Folk Dancers.

On behalf of the University Community, the Board of Trustees expresses to the family of Professor Emeritus John H. Shaw 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.

Charles F. Wooley

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on February 15, 2008, of Charles F. Wooley, Professor Emeritus in the Division of Cardiology, Department of Internal Medicine.

Dr. Wooley graduated from Providence College in 1950, and received his M.D. degree from the New York Medical College in 1954. He served his internship and residency at The Ohio State University Hospitals and then attended the U.S. Navy's School of Aviation Medicine, Pensacola, Florida. He served as a naval aviation flight surgeon with U.S. Navy Early Warning Squadrons in Patuxent River, Maryland; and Argentia, Newfoundland, Canada; and as senior medical officer, Marine Air Group 32, in Beaufort, South Carolina.

He returned to Columbus in 1958 where he completed medical residency and a cardiology fellowship at Ohio State in 1963. Charles was a faculty member in the Department of Internal Medicine starting in 1961, and assumed Professor Emeritus status in 1992. During his career, Dr. Wooley was a dedicated teacher of thousands of medical students, striving to impart not only medical knowledge, but also a keen sense of personal and social responsibility - the knowledge to recognize our collective and individual obligations to improve our world while keeping the highest ethical standards. He was a willing, patient and Socratic mentor to many who sought to raise their level of medical knowledge and their practice of medicine.

Among his many accomplishments, Dr. Wooley was director of the Cardiology Catheterization Laboratory (1962-71, the early era of open heart surgery), was involved in the first cardiac pacemaker and electro-physiologic studies at Ohio State, and was instrumental in the founding of teaching labs and libraries. His areas of research included pioneering use of sound and ultrasound in diagnosing heart and tissue disease, applying advanced diagnostic techniques to routine patient care, heart valve anomalies, and identifying unique genetic characteristics and markers related to specific heart disease. He was a member and past president of the William Osler Society.

Later in his career, he dedicated himself to providing historical perspective regarding the evolution of clinical medicine and its noteworthy practitioners. Dr. Wooley was known to many students, interns, residents, and colleagues as a demanding perfectionist who was uniquely creative and rigorously analytical. He was the author of numerous books and articles related to medical research and medical history. Professional awards included a Career Research Development award from the NIH, a Laureate Award from the American College of Physicians and American Society of Internal Medicine, an Alumni Medal of Honor from the New York Medical College, the Earl N. Metz Award from Ohio State, and multiple teaching awards from medical staff and students at Ohio State.

Dr. Wooley was a highly respected and loved Professor Emeritus in the Department of Medicine. As an outstanding cardiologist, he made many important contributions to the literature. He was also the dedicated historian who brought an appreciation of our heritage as an academic medical center to life. In addition to his many well-written historical accounts of the evolution of this great University becoming a leading academic medical center in the nation, he provided insight into the lives of the academic physicians who actually built the tradition of excellence at Ohio State. He was a wonderful physician, educator, innovator and friend. He will be missed by so many of us. The Department of Internal Medicine will dedicate a Medical Grand Rounds each year in his memory. We believe that he would appreciate our celebrating his memory by emphasizing the importance of the physician who truly cares for the patient.

His primary legacy will continue to be his loving and admiring family. He was an avid writer, fisherman and, always and in all ways, a dedicated teacher.

On behalf of the University community, the Board of Trustees expresses to the family of Professor Emeritus Charles F. Wooley 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 *CODE OF REGULATIONS* OF THE OHIO STATE UNIVERSITY MANAGED HEALTH CARE SYSTEMS, INC.

Resolution No. 2008-99

Synopsis: Approval of amendments to the *Code of Regulations* of The Ohio State University Managed Health Care Systems, Inc., is recommended.

WHEREAS, The Ohio State University Managed Health Care Systems, Inc. (MHCS), an entity affiliated with The Ohio State University, is providing leadership on a new approach to health care plans for the University, referred to as *Your Plan for Health*, in partnership with the University Office of Human Resources and the University Medical Center; and

WHEREAS Managed Health Care Systems is being positioned to develop and offer innovative products and services to new customers in addition to University faculty, staff, and students; and

WHEREAS MHCS is continuing a systematic review of its *Code of Regulations,* and the Board of Directors of MHCS has approved the attached amendments to the Regulations at its March 2008, subject to approval by the University's Board of Trustees, as provided for in the MHCS Regulations; and

WHEREAS the proposed changes in the *Code of Regulations* are intended to provide flexibility with respect to the University director positions and add an additional external director to further increase expertise of the Board of Directors:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the proposed amendments to the *Code of Regulations* of The Ohio State University Managed Health Care Systems, Inc., as shown in the attached document, effective immediately.

(See Appendix XLVI for background information, page 1069.)

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HONORING THE 25TH YEAR OF THE OHIO STATE UNIVERSITY RETIREES ASSOCIATION

Resolution No. 2008-100

WHEREAS The Ohio State University Retirees Association (OSURA) provides a variety of programs and activities that enrich the lives of retired faculty and staff of The Ohio State University; and

WHEREAS the Association makes significant efforts to optimize benefits, health care and the welfare of University retirees; and admirably represents University retirees on the Faculty Compensation and Benefits Committee of the University Senate and the Staff Compensation and Benefits Committee; and

WHEREAS the Association provides an array of information, cultural, social, travel, and volunteer activities; and

WHEREAS the Association, in collaboration with the Office of Human Resources, effectively communicates to its members, the University, and the community via the Association's monthly *Newsletter,* the annual Membership Directory, and its web site; and

WHEREAS the Association and its members actively and significantly contribute to the University in accomplishing its mission of teaching, research, and public service:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees commends the outstanding achievements and contributions of The Ohio State University Retirees Association to retired faculty and staff, the University, and the citizens of Ohio; and,

BE IT FURTHER RESOLVED, That the Board extends its best wishes for the continuing success of the Association's future endeavors to enrich the lives of retirees and thanks them for their commitment to the University.

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UNIVERSITY DEVELOPMENT REPORT

Resolution No. 2008-101

Synopsis: The University Development Report for February 2008 is presented for Board acceptance.

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

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

WHEREAS this report includes the establishment of The Edwin M. Cooperman Endowed Professorship at The Michael E. Moritz College of Law, The Howard D. Winbigler Designated Professorship, and The Thomas J. and Mary E. Heck and Leo H. Faust Memorial Designated Professorship in the Law Library; and

WHEREAS this report includes the establishment of thirty-two (32) new named endowed funds, the revision of seven (7) endowed funds, and the closure of one (1) named designated professorship:

NOW THEREFORE

BE IT RESOLVED, That the acceptance of the report from The Ohio State University Development Fund and The Ohio State University Foundation during the month of February 2008 be approved.

(See Appendix XLVII for background information, page 1077.)

THE OHIO STATE UNIVERSITY DEVELOPMENT FUND

	Total Gifts
Establishment of Named Endowed Professorship	
The Edwin M. Cooperman Endowed Professorship at The Michael E. Moritz College of Law (Established with gifts from Edwin M. Cooperman; used to Provide an endowed professorship position in The Michael E. Moritz College of Law) (grandfathered)	$750,000.00
Establishment of Named Designated Professorship	
The Howard D. Winbigler Designated Professorship (Established with a portion of the annual distribution from The Howard D. Winbigler Memorial Fund in the College of Engineering; used to provide a designated professorship position in the College of Engineering)	$40,000.00 Per year for 5 years
Establishment of Named Endowed Funds	
The R. Reid and Grace H. Vance Logan Elm Press Education Fund (Established with gifts from Grace Vance in memory of her husband; used at the discretion of the director of the OSU Libraries' Logan Elm Press)	$51,927.00
Marion Campus Business Endowment Fund (Established with a gift from the Marion Campus Business Initiative Fund; used at the discretion of the dean and director of OSU-Marion) (grandfathered)	$28,000.00
The Timothy D. Moore Award Fund (Established with gifts from Cheryl Moore and children Tiffany, Tori, and Ryan Moore in memory of Timothy D. Moore; used to support an annual award for health system pharmacy graduates) (grandfathered)	$25,211.96

Change in Description of Named Endowed Funds

The Virginia Hutchison Bazler Scholarship Fund

The Chester S. Hutchison Scholarship Fund

President's Strategic Investment Endowment Fund

Change in Name and Description of Named Endowed Fund

From: The Demkee Athletic Scholarship Fund
To: The Demkee Athletic Award Endowment Fund

THE OHIO STATE UNIVERSITY FOUNDATION

Establishment of Named Designated Professorship

The Thomas J. and Mary E. Heck and Leo H. Faust Memorial Designated Professorship in the Law Library [Established with a portion of the annual distribution from The Thomas J. and Mary E. Heck and Leo H. Faust Memorial (endowed) Fund for the Law Library; used to provide a designated professorship position in the Moritz College of Law]	$40,000.00 Per year for 5 years

Closure of Named Designated Professorship

The Edwin M. Cooperman Designated Professorship in Law
(Established August 29, 2001, with gifts from Edwin M. Cooperman; used to provide salary and research support of a professorship position at the Moritz College of Law. The principal and annual distribution were transferred to The Edwin M. Cooperman Chair Fund at The Michael E. Moritz College of Law.)

Establishment of Named Endowed Funds

The Fisher Family Fund (Established with gifts from the Max M. and Marjorie S. Fisher Foundation; used to support scholarships for M.B.A. students enrolled in the Fisher College of Business)	$2,100,000.00
The Trueman Innovation Fund (Established with gifts from Barbara C. Trueman; used to Advance academic programs, facilities, and equipment that support innovations in clinical teaching, research, and service in the Department of Veterinary Clinical Sciences and the Veterinary Hospital)	$1,220,523.49
The Thomas L. Thomas Engineering Scholarship Fund (Established with gifts from Thomas L. and Janet J. Thomas; used to provide scholarships for Honors Scholars program-entering freshman students in the College of Engineering – specifically those pursuing	$1,000,000.00

degrees in electrical and computer engineering or computer science and engineering)	
The Jeffrey R. Rodek Dean’s Innovation Fund (Established with a gift from Jeffrey R. Rodek; used to support activities of the faculty, students, and staff of the Fisher College of Business)	$115,054.13
The Bruce F. Welsh Dean’s Innovation Fund (Established with gifts from the estate of Bruce F. Welsh; used to support activities of the faculty, students, and staff of the Fisher College of Business in accordance with the College’s strategic plans)	$128,231.97
The Westman Family Swimming Athletic Scholarship Fund (Established with a gift from John Westman and Renee Haas Westman; used to supplement the grant-in-aid scholarship costs of a student-athlete who is a member of the varsity men’s swimming team)	$100,367.18
The Chemical Abstracts Service (CAS) Endowment Fund for Undergraduate Chemistry Research at The Ohio State University (Established with initial seed gifts from the CAS division of The American Chemical Society and additional gifts from their staff and others interested in supporting research in chemistry; used to support undergraduate research in the Department of Chemistry)	$100,000.00
The Bob and Mary Reusché Chair Fund in Geography (Established with gifts from Bob F. and Mary W. Reusché; used to provide funding for a chair position in the Department of Geography in the College of Social and Behavioral Sciences)	$100,000.00
The Scott C. Stallkamp Family Endowment Fund (Established with a gift from Scott C. and Jeanna M. Stallkamp; used to supplement the grant-in-aid scholarship costs of a student-athlete who is a member of the varsity women’s swimming team)	$90,000.00
The Christine F. and Jeffrey R. Rodek Excellence Fund for Men’s Varsity Lacrosse (Established with a gift from Christine F. and Jeffrey R. Rodek; used to supplement the coach’s discretionary budget for the men’s varsity lacrosse team)	$75,000.00
Frederick R. “Fritz” Reed Scholarship Fund (Established with gifts from his wife Jane Reed, family members, friends, and colleagues to honor Fritz’s memory; used to provide merit-based scholarship support to an incoming student at the Moritz College of Law, with preference for an individual who was involved in athletics at Harvard University)	$65,866.08

The Garrett Family Athletic Scholarship Fund (Established with gifts from Garrett Equipment Inc.; used to supplement the grant-in-aid scholarship costs of an intercollegiate student-athlete who is a member of the varsity swimming team)	$60,000.00
The Mike Sexton Athletic Scholarship Fund (Established with gifts from Mike Sexton; used to supplement the grant-in-aid scholarship costs of an intercollegiate student-athlete who is a member of the varsity men's gymnastics team)	$60,000.00
The John and Kathy Warner Athletic Scholarship Fund (Established with gifts from John T. Warner III and Kathryn B. Warner; used to supplement the grant-in-aid scholarship costs of an intercollegiate student-athlete who is a member of the varsity football team with preference given to students from the state of Ohio)	$60,000.00
The Barbara Cuilwik Scholarship Fund (Established with gifts from Dr. Anthony Cuilwik and Mrs. Barbara Cuilwik; used to provide scholarships to full-time Honors undergraduate or graduate students in the Fisher College of Business)	$50,000.00
The Nancy L. Fisher Football Athletic Scholarship Fund (Established with gifts from James L. Fisher; used to supplement the grant-in-aid scholarship costs of an intercollegiate student-athlete who is a member of the varsity football team)	$50,000.00
Blair Janson and Wilmer Stover Scholarship Fund in Plant Pathology (Established with gifts from Dr. Blair Janson; used to provide travel scholarships for undergraduate and graduate students in the Department of Plant Pathology)	$50,000.00
The Dr. Miriam G. Schwartz Slavic Fund (Established with gifts from Dr. Miriam G. Schwartz through the Miriam & Stanley Schwartz, Jr. Philanthropic Foundation; used to provide merit-based scholarship support for undergraduate students who have declared a major in Russian language, literature, culture, or linguistics)	$50,000.00
The Samantha Sue "Sam" Scuro Law Library Fund (Established with a gift from Joseph E. Scuro on behalf of Samantha Sue "Sam" Scuro by "Salem," "Sweetness," and "Popoki" – her little cats; used to provide general operating support for the library at the Moritz College of Law)	$50,000.00
The James F. and Barbara Young Sipp Endowment Fund for WOSU Public Media Student Internships (Established with gifts from Barbara and James Sipp; used to annually support at least one non-competitive	$50,000.00

student intern in WOSU Public Media to provide professional experience to the student)

The Lynn and Eileen “Mert” Theis Athletic Scholarship Fund (Established with a gift from Lynn and Eileen Theis; used to supplement the grant-in-aid scholarship costs of an intercollegiate student-athlete who is a member of the football team or cheerleading squad)	$50,000.00
Strassman Family Scholarship Fund (Established with gifts from James A. Strassman and Debra G. Strassman; used to provide undergraduate scholarships to full-time, first generation students who are attending the Columbus campus and are not majoring in a sport-related program) (grandfathered)	$36,000.00
The John P. Henderson Scholarship Fund (Established with gifts from William Kohn and John P. Henderson; used to provide scholarship support for students in the Moritz College of Law) (grandfathered)	$28,750.00
OSU Alumni Club of Butler County Scholarship Endowment Fund (Established with gifts from the OSU Alumni Club of Butler County; used to provide scholarships for students who graduated from public or private high schools located in Butler County, Ohio)(grandfathered)	$28,626.88
The Jeanne Ann Cadden Memorial Scholarship Fund for the College of Nursing (Established with gifts from Bernard E. Cadden and family; used to provide a scholarship for graduate students in the College of Nursing specializing in neonatal nursing) (grandfathered)	$27,280.00
Class of 1958 Clinical Teaching Endowed Fund (Established with gifts from alumni and friends of the College of Nursing Class of 1958; used at the discretion of the dean to enrich clinical teaching of undergraduate students) (grandfathered)	$27,151.70
The Kleptz Family and Dr. Thomas Turner Livestock and Meat Judging Teams Endowment Fund (Established with gifts from the Kleptz family to honor the dedication and leadership Dr. Thomas Turner has provided to the OSU Livestock and Meat Judging Teams program; used to support undergraduate livestock evaluation and meat evaluation judging teams in preparation for regional and national intercollegiate contests and associated educational programs in the Department of Animal Sciences) (grandfathered)	$26,274.00
Karl Danneberger Turfgrass Science Fund (Established with gifts from Dr. Karl Danneberger and friends; used to enhance the undergraduate or graduate educational experience in turfgrass science) (grandfathered)	$26,140.78

The Betty-ann Hoener Graduate Endowed Fund in Pharmaceutics (Established with a gift from Dr. Betty-ann Hoener; used to support an outstanding senior graduate student in the College of Pharmacy's Division of Pharmaceutics) (grandfathered)	$25,416.56

Change in Description of Named Endowed Fund

Atsushi Onoe Memorial Fund

Change in Name of Named Endowed Fund

From: College of Dentistry Endowed Chair Fund in Orthodontics
To: Vig/Williams Endowed Chair Fund in Orthodontics

Change in Name and Description of Named Endowed Fund

From: The Williard A. Staker Memorial Scholarship Fund
To: The Willard A. Staker Memorial Scholarship Fund

Total $6,785,821.73

THE OHIO STATE UNIVERSITY DEVELOPMENT FUND

Establishment of Named Endowed Professorship

The Edwin M. Cooperman Endowed Professorship
at The Michael E. Moritz College of Law

The Edwin M. Cooperman Chair Fund at The Michael E. Moritz College of Law was established April 6, 2007, by the Board of Trustees of The Ohio State University, with gifts from Edwin M. Cooperman (J.D. 1967). The funding level for a professorship has been reached and the position was established April 4, 2008.

The annual distribution shall support a professorship position at the Moritz College of Law. When the principal reaches $1,500,000, the annual distribution shall be used for The Edwin M. Cooperman Endowed Chair at The Michael E. Moritz College of Law. The holder of this position shall be recommended by the dean of the Moritz College of Law and approved by the Board of Trustees.

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

It is the desire of the donor that this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees as recommended by the dean of the Moritz College of Law. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donor as good conscience and need dictate.

Amount Establishing Endowed Professorship: $750,000.00 (grandfathered)

Establishment of Named Designated Professorship

The Howard D. Winbigler Designated Professorship

The Howard D. Winbigler Designated Professorship was established April 4, 2008, by the Board of Trustees of The Ohio State University with a portion of the annual distribution from The Howard D. Winbigler Memorial Fund in the College of Engineering which was established June 6, 1996, with a gift from the estate of Howard D. Winbigler (B.M.E. 1915) of Ashland, Ohio.

Per Mr. Winbigler's wishes, the endowed fund is used to advance the quality of teaching and research within the College of Engineering at the discretion of the College's dean.

This designated professorship is being established in honor of Mr. Winbigler's accomplished professional career and his generosity. Appointment for each five-year term shall be recommended by the dean of the College of Engineering to the executive vice president and provost, and to the Board of Trustees for their approval. The professorship holder may be reappointed to another term following favorable assessment of the holder's academic and research performance and accomplishments during an appointment.

Amount Establishing Fund: $40,000.00 per year for five years
Total Commitment: $200,000.00

Establishment of Named Endowed Funds

The R. Reid and Grace H. Vance Logan Elm Press Education Fund

The R. Reid and Grace H. Vance Logan Elm Press Education Fund was established April 4, 2008, by the Board of Trustees of The Ohio State University with gifts from Grace Vance in memory of her husband.

The annual distribution from this fund shall be designated to The Ohio State University Libraries' Logan Elm Press to be used at the discretion of the director of the Press in consultation with the director of the University Libraries.

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

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the University's Board of Trustees. In making this alternate designation, the Board shall seek advice from the donor, should she be alive, and from the director of the Logan Elm Press in consultation with the director of the University Libraries.

Amount Establishing Endowment: $51,927.00

Marion Campus Business Endowment Fund

The Marion Campus Business Endowment Fund was established April 4, 2008, by the Board of Trustees of The Ohio State University with a gift from the Marion Campus Business Initiative Fund.

The annual distribution from this fund shall be used at the discretion of the dean and director of The Ohio State University at Marion.

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 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 University's Board of Trustees. In making this alternate designation, the Board shall seek advice from a representative of the group of donors, should one be available, and the dean and director of The Ohio State University at Marion.

Amount Establishing Endowment: $28,000.00 (grandfathered)

The Timothy D. Moore Award Fund

The Timothy D. Moore Award Fund was established April 4, 2008, by the Board of Trustees of The Ohio State University with gifts from Cheryl Moore, and children Tiffany, Tori, and Ryan Moore in memory of Timothy D. Moore (M.S. 1979).

The annual distribution from this fund shall be used to support an annual award for health system pharmacy graduates who demonstrate strong communication skills, are in good academic standing, and whose research project will have meaningful impact in advancing health systems pharmacy. The award will support travel and exhibit costs associated with presenting research posters at relevant national conference(s), an important step towards publication. Award recipients will be selected by the dean of the College of Pharmacy in consultation with the Office of Student Financial Aid.

In any given year that the endowment distribution is not fully expended, 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 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 dean of the College of Pharmacy. 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.

Amount Establishing Endowment: $25,211.96 (grandfathered)

<u>Change in Description of Named Endowed Funds</u>

The Virginia Hutchison Bazler Scholarship Fund

The Virginia Hutchison Bazler Scholarship Fund was established March 4, 1983, by the Board of Trustees of The Ohio State University with gifts from Virginia H. Bazler (B.S.H.E. 1954) and Frank E. Bazler (B.S.Bus.Adm. 1951, J.D. 1953). The description was revised April 4, 2008.

The annual distribution from this fund shall be used for one or more scholarships for second- or third-year students enrolled in the College of Education and Human Ecology majoring in hospitality management or consumer sciences who demonstrate academic ability and financial need. Upon the recommendation of the dean of the College and the chairpersons of the applicable departments, the College's Scholarship Committee shall be responsible for selecting scholarship recipients and coordinating these scholarships with the University's Office of Student Financial Aid.

Should the above purpose cease to exist, the annual distribution shall be used at the discretion of the vice president for Agricultural Administration and executive dean for Food, Agricultural, and Environmental 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 appropriate college 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 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 University's Board of Trustees. In making this alternate designation, the Board shall seek advice from the donors, should they be alive, and from the appropriate college dean.

The Chester S. Hutchison Scholarship Fund

The Chester S. Hutchison Scholarship Fund was established December 15, 1976, by the Board of Trustees of The Ohio State University with gifts from Virginia Hutchison Bazler (B.S.H.E. 1954) and Frank E. Bazler (B.S. 1951, J.D. 1953) in honor of Mrs. Bazler's father, Chester S. Hutchison (B.S.Agr. 1924, M.A. 1930). The description was revised April 4, 2008.

The annual distribution from this fund shall be used to provide one or more scholarships for second- or third-year students enrolled in the College of Food, Agricultural, and Environmental Sciences majoring in agricultural and extension education who demonstrate academic ability and financial need. Preference shall be given to students from Miami and Pickaway Counties of Ohio. Upon the recommendation of the vice president for Agricultural Administration and executive dean for Food, Agricultural, and Environmental Sciences and the chairpersons of the applicable departments, the College's Scholarship Committee shall be responsible for selecting scholarship recipients and coordinating these scholarships with the University's Office of Student Financial Aid.

Should the above purpose cease to exist, the annual distribution shall be used at the discretion of the vice president for Agricultural Administration and executive dean for 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. 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 University's Board of Trustees. In making this alternate designation, the Board shall seek advice from the donors, should they be alive, and from the vice president for Agricultural Administration and executive dean for Food, Agricultural, and Environmental Sciences.

President's Strategic Investment Endowment Fund

The President's Strategic Investment Endowment Fund was established September 22, 2004, by the Board of Trustees of The Ohio State University with distribution and realized/unrealized appreciation from the Long Term Component Endowment Fund. The was revised April 4, 2008.

The annual distribution, and principal if necessary, shall be used by the president to fund strategic investments at the president's discretion. Any unused distributions shall be reinvested to principal annually. The senior vice president for Business and Finance shall report annually to the Board of Trustees on the revenue and expenditures of this fund.

A contingency of eight percent of the Long Term Component Endowment Fund will be established and maintained within this fund. The operating principles for the investment of this fund are approved by the senior vice president for Business and Finance and the treasurer.

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 University 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 distributions, then another use shall be designated by the Board of Trustees.

Change in Name and Description of Named Endowed Fund

The Demkee Athletic Award Endowment Fund

The Demkee Athletic Scholarship Fund was established February 1, 1985, by the Board of Trustees of The Ohio State University with a gift from the Demkee family of Wooster, Ohio, through the Demkee Scholarship Fund. The name and description were revised April 4, 2008.

The annual distribution from this fund shall be used to provide a suitable award for an undergraduate student involved in a varsity athletic program who is in good standing and is planning a career in dentistry or dental hygiene. This award benefits both the College of Dentistry and the Department of Athletics. Award recipients shall be selected by the director of Athletics in consultation with the dean of the College of Dentistry.

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 University's Board of Trustees. In making this alternate designation, the Board shall seek advice from the donors, should they be alive, and from the director of Athletics in consultation with the dean of the College of Dentistry.

THE OHIO STATE UNIVERSITY FOUNDATION

Establishment of Named Designated Professorship

The Thomas J. and Mary E. Heck and Leo H. Faust
Memorial Designated Professorship in the Law Library

The Thomas J. and Mary E. Heck and Leo H. Faust Memorial Designated Professorship was established April 4, 2008, by the Board of Trustees of The Ohio State University with a portion of the annual distribution from The Thomas J. and Mary E. Heck and Leo H. Faust Memorial (endowed) Fund for the Law Library which was established with estate gifts from Grace Fern Heck Faust (B.A. 1928; J.D. 1930), Urbana, Ohio.

Per the donor's wishes, the annual distribution from the endowed fund is used at the discretion of the dean of The Michael E. Moritz College of Law for supporting the Law Library.

Appointment to the professorship for each five-year term will be recommended by the dean of the Moritz College of Law to the executive vice president and provost, and the Board of Trustees for their approval. The professorship holder may be reappointed to another term following favorable assessment of the holder's academic and research performance, and accomplishments, during an appointment.

Amount Establishing Fund:	$40,000.00 per year for 5 years
Total Commitment:	$200,000.00

Closure of Named Designated Professorship

The Edwin M. Cooperman Designated Professorship in Law

Established August 29, 2001, with gifts from Edwin M. Cooperman; used to provide salary and research support of a professorship position at The Michael E. Moritz College of Law. The principal and annual distribution were transferred to The Edwin M. Cooperman Chair Fund at The Michael E. Moritz College of Law.

Establishment of Named Endowed Funds

The Fisher Family Fund

The Fisher Family Fund was established April 4, 2008, 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 Max M. and Marjorie S. Fisher Foundation of Southfield, Michigan.

The annual distribution from this fund shall be used to support scholarships for M.B.A. students enrolled at The Max M. Fisher College of Business, as determined by the dean of the Fisher College of Business.

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

It is the desire of the donor that this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees and Foundation Board as recommended by the dean of the Fisher College of Business. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donor as good conscience and need dictate.

Amount Establishing Endowment: $2,100,000.00
Total Commitment: $5,000,000.00

The Trueman Innovation Fund

The Trueman Innovation Fund was established April 4, 2008, 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 Barbara C. Trueman (B.S. 1961).

The annual distribution from this fund shall be used to provide funds critical to advancing academic programs, facilities, and equipment that support innovations in clinical teaching, research, and service in the Department of Veterinary Clinical Sciences and the Veterinary Hospital as approved by the dean of the College of Veterinary Medicine in consultation with the chairperson of the Department of Veterinary Clinical Sciences and the director of the Veterinary Hospital.

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 Veterinary Medicine.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, should she be alive, and from the dean of the College of Veterinary Medicine.

Amount Establishing Endowment: $1,220,523.49

The Thomas L. Thomas Engineering Scholarship Fund

The Thomas L. Thomas Engineering Scholarship Fund was established April 4, 2008, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Thomas L. (B.E.E. *summa cum laude* 1966, M.S. 1966) and Janet J. (B.S. 1966) Thomas.

The intent of this fund is to provide scholarships for students who have been accepted for admission to the University and to support educational diversity as outlined in the University's diversity mission. The annual distribution from this fund shall provide four need-based scholarships to academically superior entering freshman students in the College of Engineering. It is the donors' intention that each of these scholarships will be approximately one-half of tuition but not to exceed the recipient's unmet financial need. Candidates must be in the top 10% of their high school class and have a standardized test score equal to or greater than the score used by the University to designate Honors Scholars. It is the donors' desire that the scholarships be awarded with particular attention to, but not limited to, undergraduate students who are native-born United States citizens with first preference given to Ohio residents. First consideration shall be given to qualified candidates pursuing a bachelor degree in electrical and computer engineering or computer science and engineering. If there are an insufficient number of qualified candidates pursuing the aforementioned degrees, the scholarships may be awarded to otherwise qualified candidates pursuing degrees in other engineering disciplines. Scholarships may be renewed for the sophomore year if a recipient excels academically during the first year by demonstrating sufficient progress towards graduation and a top 10% cumulative grade point average for the freshmen engineering class at the end of spring quarter and continues to demonstrate financial need.

Scholarship recipients will be selected by the dean of the College of Engineering in consultation with the Office of Student Financial Aid. The University may modify any selection criteria should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion 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 need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors, should they be alive, and from the dean of the College of Engineering in consultation with the Office of Student Financial Aid.

Amount Establishing Endowment: $1,000,000.00

The Jeffrey R. Rodek Dean's Innovation Fund

The Jeffrey R. Rodek Dean's Innovation Fund was established April 4, 2008, 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 Jeffrey R. Rodek (B.S.M.E. 1975, M.B.A. 1976).

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 strategic plan of the College.

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

It is the desire of the donor that this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees and Foundation Board as recommended by the dean of the Fisher College of Business. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donor as good conscience and need dictate.

Amount Establishing Endowment: $115,054.13

The Bruce F. Welsh Dean's Innovation Fund

The Bruce F. Welsh Dean's Innovation Fund was established April 4, 2008, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from the estate of Bruce F. Welsh (B.S.Bus.Adm. 1955).

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the dean of the Fisher College of Business.

Amount Establishing Endowment: $128,231.97

The Westman Family Swimming Athletic Scholarship Fund

The Westman Family Swimming Athletic Scholarship Fund was established April 4, 2008, by the Board of Trustees of The Ohio State University in accordance with guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from John Westman (B.S. 1964) and Renee Haas Westman (B.S. 1960) both of Atlantic Beach, Florida.

The annual distribution from this fund shall be used to supplement the grant-in-aid scholarship costs of a student-athlete who is pursuing an undergraduate degree at The Ohio State University and is a member of the varsity men's swimming team. The recipient will be selected by the director of Athletics in consultation with the Office of Student Financial Aid.

If the annual distribution can no longer be used for the above purpose, then the annual distribution shall be used to fund a student pursuing an undergraduate degree in preparation for teaching science at the secondary level. The recipient shall be selected by the dean of the College of Education and Human Ecology in conjunction with the Office of Student Financial Aid.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. If, in the future, the need for this endowment ceases to exist, or so diminish as to provide unused income, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors or their designee, and the distributions shall be made in a manner as nearly aligned with the original intent of the donors as good conscious and need dictate.

Amount Establishing Endowment: $100,367.18

The Chemical Abstracts Service (CAS) Endowment Fund
for Undergraduate Chemistry Research at The Ohio State University

The Chemical Abstracts Service (CAS) Endowment Fund for Undergraduate Chemistry Research at The Ohio State University was established April 4, 2008, 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 initial seed gifts from the CAS division of The American Chemical Society and additional gifts from their staff and others interested in supporting research in chemistry.

The gift commemorates in an enduring way the appreciation the American Chemical Society extends to The Ohio State University for 50 years of support for Chemical Abstracts Service in the early part of the last century.

The annual distribution from this fund shall support undergraduate research in the Department of Chemistry at The Ohio State University as approved by the chairperson of the Department of Chemistry in the College of Mathematical and Physical Sciences.

In any given year that the endowment distribution is not fully expended, 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 need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors and from the dean of the College of Mathematical and Physical Sciences.

Amount Establishing Endowment: $100,000.00

The Bob and Mary Reusché Chair Fund in Geography

The Bob and Mary Reusché Chair Fund in Geography was established April 4, 2008, 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 F. (B.S.Bus.Adm. 1949) and Mary W. (B.S.Bus.Adm. 1950) Reusché.
Until the principal balance of this fund reaches $2,000,000, the annual distribution shall be reinvested in the endowment principal. After the principal balance reaches $2,000,000, the annual distribution shall be used to support a chair position in the Department of Geography in the College of Social and Behavioral 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 Department chairperson in consultation with the dean of the College of Social and Behavioral 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. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board
of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors, should they be alive, and from the dean of the College of Social and Behavioral Sciences.

Amount Establishing Endowment: $100,000.00
Total Commitment: $2,000,000.00

The Scott C. Stallkamp Family Endowment Fund

The Scott C. Stallkamp Family Endowment Fund was established April 4, 2008, by the Board of Trustees of The Ohio State University in accordance with guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Scott C. (B.S. *cum laude* 1988, M.D. 1995) and Jeanna M. (M.A. 1995) Stallkamp.

The annual distribution from this fund shall be used to supplement the grant-in-aid scholarship costs of a student-athlete who is pursuing a degree at The Ohio State University and is a member of the women's swimming team. Scholarship recipients must be selected by the director of Athletics in consultation with the Office of Student Financial Aid.

In any given year that the endowment distribution is not fully expended, 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 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 prove unused distributions, then another use shall be designated by the Board of Trustees and Foundation Board as recommended by the director of Athletics. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donor as good conscience and need dictate.

Amount Establishing Endowment: $90,000.00

The Christine F. and Jeffrey R. Rodek Excellence Fund
for Men's Varsity Lacrosse

The Christine F. and Jeffrey R. Rodek Excellence Fund for Men's Varsity Lacrosse was established April 4, 2008, 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 Christine F. (B.S.Nurs. 1975) and Jeffrey R. (B.S.M.E. 1975, M.B.A. 1976) Rodek of New Albany, Ohio.

The annual distribution from this fund shall be used to supplement the coach's discretionary budget for the men's varsity lacrosse team in the Department of Athletics at The Ohio State University.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors, should they be alive, and from the director of the Department of Athletics.

Amount Establishing Endowment: $75,000.00

Frederick R. "Fritz" Reed Scholarship Fund

The Frederick R. "Fritz" Reed (J.D. 1973) Scholarship Fund was established April 4, 2008, 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 his wife, Jane Reed, family members, friends, and colleagues to honor Fritz's memory.

The annual distribution shall provide merit-based scholarship support to an incoming student at The Michael E. Moritz College of Law, with preference for an individual who was involved in athletics at Harvard University or, if there is no qualified Harvard candidate, to a candidate who was involved in athletics elsewhere during their undergraduate experience. The scholarship award is renewable for a three-year period, based on academic merit. The dean of the College and the College's Office of Student Financial Aid shall be responsible for selecting scholarship recipients and coordinating these scholarships with the University's Office of Student Financial Aid.

The University may modify any selection criteria should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion 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 Moritz College of Law.

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 a representative of the donors, should one be available, and from the dean of the Moritz College of Law.

Amount Establishing Endowment: $65,866.08

The Garrett Family Athletic Scholarship Fund

The Garrett Family Athletic Scholarship Fund was established April 4, 2008, 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 Garrett Equipment Inc. of Columbus, Ohio.

The annual distribution from this fund shall be used to supplement the grant-in-aid scholarship costs of an intercollegiate student-athlete who is a member of the varsity swimming team and pursuing an undergraduate degree at The Ohio State University. The recipient shall be selected by the director of Athletics in consultation with the Office of Student Financial Aid.

In any given year that the endowment distribution is not fully expended, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowed 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 cost of development and fund management.

It is the desire of the donor that this fund should benefit the University in perpetuity. If 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 and Foundation Board as recommended by the director of Athletics. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donor as good conscience and need dictate.

Amount Establishing Endowment:	$60,000.00
Total Commitment:	$150,000.00

The Mike Sexton Athletic Scholarship Fund

The Mike Sexton Athletic Scholarship Fund was established April 4, 2008, 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 Mike Sexton of Las Vegas, Nevada.

The annual distribution from this fund shall be used to supplement the grant-in-aid scholarship costs of an intercollegiate student-athlete who is pursuing an undergraduate degree at The Ohio State University and is a member of the varsity men's gymnastics team. The recipients shall be selected by the director of Athletics in consultation with the Office of Student Financial Aid.

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

It is the desire of the donor that this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees and Foundation Board as recommended by the director of Athletics. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donor as good conscience and need dictate.

Amount Establishing Endowment:	$60,000.00
Total Commitment:	$150,000.00

The John and Kathy Warner Athletic Scholarship Fund

The John and Kathy Warner Athletic Scholarship Fund was established April 4, 2008, 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 John T. Warner III (B.S. 1981) and Kathryn B. Warner (B.S. 1981) of Dublin, Ohio.

The annual distribution from this fund shall be used to supplement the grant-in-aid scholarship costs of an intercollegiate student-athlete who is a member of the varsity football team and pursuing an undergraduate degree at The Ohio State University. First preference will be given to a student from the state of Ohio. The recipient shall be selected by the director of Athletics in consultation with the Office of Student Financial Aid.

In any given year that the endowment distribution is not fully expended, 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 this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees and Foundation Board as recommended by the director of Athletics. 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.

Amount Establishing Endowment: $60,000.00

The Barbara Cuilwik Scholarship Fund

The Barbara Cuilwik Scholarship Fund was established April 4, 2008, 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. Anthony Cuilwik (New York University, B.S. 1962 – Electrical Engineering, M.S. 1964 – Electrical Engineering, and Ph.D. 1968 – Philosophy in Operations Research) in honor of his wife, Mrs. Barbara Cuilwik (The Ohio State University, B.S. Adm. 1987 – Marketing from the College of Business) of Cincinnati, Ohio.

It is the donor's intent to support students who would otherwise be burdened with student loans. The annual distribution from this fund shall be used to provide one renewable merit and financial-based recruitment scholarship to a full-time Honors undergraduate or graduate student in The Max M. Fisher College of Business. First preference is to support students who do not qualify for financial aid grants based on their completion of a nationally approved needs analysis document, such as the Free Application for Federal Student Aid (FAFSA). Second preference is to support students who do qualify for financial aid grants based on their completion of a nationally approved needs analysis document.

The scholarship is renewable up to 12 quarters or upon completion of degree, whichever comes first, as long as the recipient maintains financial aid or need, enrollment in the Fisher College of Business, and enrollment in the University Honors Program or graduate program. The scholarship shall be distributed equally over three quarters of the academic year for expenses such as the cost of tuition, room and board, books and supplies, and miscellaneous educational expenses.

The annual distribution from this fund shall be used to support educational diversity at the University, consistent with the University's mission and admissions policy. It is the donor's desire that the scholarships be awarded in furtherance of the diversity mission with particular attention to, but not limited to, female students who are United States citizens, and have been accepted for admissions at the University. 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.

Furthermore, it is the donor's desire that the scholarship be administered so as to alternate between a first-year, undergraduate student enrolled in the University Honors Program, and a first-year graduate student. The Office of Student Financial Aid will administer this scholarship fund in consultation with the Fisher College of Business, the University Honors and Scholars Center, and the Graduate School. In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, should he be alive, and from the vice provost for Enrollment Services and dean for Undergraduate Education.

Amount Establishing Endowment: $50,000.00

The Nancy L. Fisher Football Athletic Scholarship Fund

The Nancy L. Fisher Football Athletic Scholarship Fund was established April 4, 2008, by the Board of Trustees of The Ohio State University in accordance with guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from James L. Fisher of Akron, Ohio.

The annual distribution from this fund shall be used to supplement the grant-in-aid scholarship costs of an intercollegiate student-athlete who is a member of the varsity football team and pursuing an undergraduate degree at The Ohio State University. The recipient shall be selected by the director of Athletics in consultation with the Office of Student Financial Aid.

In any given year that the endowment distribution is not fully expended, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowed 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 cost of development and fund management.

It is the desire of the donor that this fund should benefit the University in perpetuity. If 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 and Foundation Board as recommended by the director of Athletics. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donor as good conscious and need dictate.

Amount Establishing Endowment: $50,000.00
Total Commitment: $300,000.00

Blair Janson and Wilmer Stover Scholarship Fund in Plant Pathology

The Blair Janson and Wilmer Stover Scholarship Fund in Plant Pathology was established April 4, 2008, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Dr. Blair Janson (B.S. 1947, M.S. 1947, Ph.D. 1950).

The annual distribution from this fund shall be used to support named travel scholarships for undergraduate and graduate students in the Department of Plant Pathology. Applicants must submit a request and an abstract of the proposed research to the chairperson of the Department of Plant Pathology. Recipients will be selected by the chairperson of the Department in consultation with the vice president for Agricultural Administration and executive dean for Food, Agricultural, and Environmental Sciences and the Office of Student Financial Aid.

The University may modify any selection criteria should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, should he be alive, and from the vice president for Agricultural Administration and executive dean for Food, Agricultural, and Environmental Sciences.

Amount Establishing Endowment: $50,000.00

The Dr. Miriam G. Schwartz Slavic Fund

The Dr. Miriam G. Schwartz Slavic Fund was established April 4, 2008, 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. Miriam G. Schwartz (B.S. 1944, M.A. 1967, Ph.D. 1979) through the Miriam & Stanley Schwartz, Jr. Philanthropic Foundation.

The annual distribution from this fund shall be used to provide merit-based scholarship support for undergraduate students who have declared a major in Russian language, literature, culture, or linguistics. The recipient must be at least junior status and have a grade point average (G.P.A.) of 3.5 or higher. Scholarship recipients shall be selected by the chairperson of the Department of Slavic and East European Languages and Literatures in consultation with the dean of the College of Humanities and the Office of Student Financial Aid. The donor shall be kept apprised of the selection process and the awarding of the scholarship.

A portion of the annual distribution may be used to recognize teaching and research excellence among the instructors and faculty in the Department of Slavic and East European Languages and Literatures at the discretion of the dean of the College of Humanities.

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

It is the desire of the donor that this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees and Foundation Board as recommended by the dean of the College of Humanities in consultation with the chairperson of the Department of Slavic and East European Languages and Literatures. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donor as good conscience and need dictate.

Amount Establishing Endowment: $50,000.00

The Samantha Sue "Sam" Scuro Law Library Fund

The Samantha Sue "Sam" Scuro Law Library Fund was established April 4, 2008, 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 Joseph E. Scuro (J.D. 1972) on behalf of Samantha Sue "Sam" Scuro by "Salem," "Sweetness," and "Popoki" – her little cats.

The annual distribution from this fund shall be used to provide general operating support for the library at The Michael E. Moritz College of Law as approved by the College's dean in consultation with the associate dean of Information Services.

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 Moritz College of Law.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, should he be alive, and from the dean of the Moritz College of Law in consultation with the College's associate dean of Information Services.

Amount Establishing Endowment: $50,000.00

The James F. and Barbara Young Sipp Endowment Fund
for WOSU Public Media Student Internships

The James F. and Barbara Young Sipp Endowment Fund for WOSU Public Media Student Internships was established April 4, 2008, 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 Barbara (B.S. 1959) and James (B.S. 1959) Sipp.

The annual distribution from this fund shall be used to support at least one WOSU Public Media student intern annually. The internship shall be non-competitive and provide professional experience to the student in the area of greatest need to WOSU – television or radio production, journalism, etc. Internship recipients shall be selected by the general manager of WOSU Public Media.

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 senior vice president for University Relations and the general manager of WOSU Public Media.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors, should they be alive, and from the senior vice president for University Relations and the general manager of WOSU Public Media.

Amount Establishing Endowment: $50,000.00

The Lynn and Eileen "Mert" Theis Athletic Scholarship Fund

The Lynn and Eileen "Mert" Theis Athletic Scholarship Fund was established April 4, 2008, by the Board of Trustees of The Ohio State University in accordance with guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Lynn (B.S. 1959), and Eileen (Cert.Grad.Dent.Hyg. 1957) Theis of Chagrin Falls, Ohio.

The annual distribution from this fund shall be used to supplement the grant-in-aid scholarship costs of an intercollegiate student-athlete who is a member of the football team or cheerleading squad and pursuing an undergraduate degree at The Ohio State University. The recipient shall be selected by the director of Athletics in consultation with the Office of Student Financial Aid.

In any given year that the endowment distribution is not fully expended, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowed 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 cost of development and fund management.

It is the desire of the donors that this fund should benefit the University in perpetuity. If 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 and Foundation Board as recommended by the director of Athletics. 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.

Amount Establishing Endowment:	$50,000.00
Total Commitment:	$150,000.00

Strassman Family Scholarship Fund

The Strassman Family Scholarship Fund was established April 4, 2008, 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 James A. Strassman and Debra G. Strassman.

The annual distribution from this fund shall be used to provide one merit- and need-based undergraduate scholarship to a full-time, first generation, entering student attending the Columbus campus. First preference shall be for graduates of Cleveland public high schools in Cuyahoga County, Ohio. Second preference shall be for graduates of other high schools in Cuyahoga County, and third preference shall be for graduates of high schools in Lake or Geauga Counties. The recipients of the scholarship should not be majoring in sports-related programs. The scholarship is renewable for a maximum of 12 quarters of receipt leading to an undergraduate degree at the University provided the student maintains a 3.0 cumulative grade point average and continues to demonstrate financial need. Scholarships shall be awarded by the Office of Student Financial Aid.

The University may modify any selection criteria should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion 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 need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors, should they be alive, and from the Office of Student Financial Aid.

Amount Establishing Endowment: $36,000.00 (grandfathered)

The John P. Henderson Scholarship Fund

The John P. Henderson Scholarship Fund was established April 4, 2008, 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 Kohn (J.D. 1976) and John P. Henderson (M.A. 1965, Ph.D. 1972).

The annual distribution from this fund shall provide scholarship support for students in The Michael E. Moritz College of Law. The dean of the College and the College's Office of Student Financial Aid shall be responsible for selecting scholarship recipients and coordinating these scholarships with the University's Office of Student Financial Aid.

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 Moritz College of Law.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors, should they be alive, and from the dean of the Moritz College of Law.

Amount Establishing Endowment: $28,750.00 (grandfathered)

OSU Alumni Club of Butler County Scholarship Endowment Fund

The OSU Alumni Club of Butler County Scholarship Endowment Fund was established April 4, 2008, 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 OSU Alumni Club of Butler County.

The annual distribution from this fund shall provide one or more annual scholarships for students who graduated from public or private high schools located in Butler County, Ohio. To qualify, candidates must be in the upper 25% of their graduating class and demonstrate good citizenship qualities and leadership skills. Financial need may also be a consideration, although not a requirement for receiving the scholarship. Candidates will be recommended by the OSU Alumni Club of Butler County and selected by the Office of Student Financial Aid. Provided they are in good standing with the University, recipients may apply with the Office of Student Financial Aid to renew their scholarships on an annual basis.

Per the request of the donors, the University agrees any 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 this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees and Foundation Board as recommended by the director of the Office of Student Financial Aid. 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.

Amount Establishing Endowment: $28,626.88 (grandfathered)

The Jeanne Ann Cadden Memorial Scholarship Fund
for the College of Nursing

The Jeanne Ann Cadden Memorial Scholarship Fund for the College of Nursing was established April 4, 2008, 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 Bernard E. Cadden (B.S. 1948), from Columbus, Ohio, and family.

The annual distribution from this fund shall be used to provide a scholarship for graduate students in the College of Nursing specializing in neonatal nursing. Scholarship recipients shall be selected by the dean and associate deans of the College of Nursing in consultation with the Office of Financial Aid.

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

It is the desire of the donors that this fund should benefit the University in perpetuity. If, in the future, the need for fund should cease to exist or so diminish as to provide unused distributions, then another use shall be designated by the University's Board of Trustees and Foundation Board as recommended by the dean of the College of Nursing. Any such alternate distributions shall be made in a manner as aligned with the original intent of the donors as good conscience and need dictate.

Amount Establishing Endowment: $27,280.00 (grandfathered)

Class of 1958 Clinical Teaching Endowed Fund

The Class of 1958 Clinical Teaching Endowed Fund was established April 4, 2008, 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 alumni and friends of the College of Nursing Class of 1958.

The annual distribution from this fund shall be used at the discretion of the dean of the College of Nursing to enrich clinical teaching of undergraduate students.

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.

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 a representative of the group of donors should one be available, and from the dean of the College of Nursing.

Amount Establishing Endowment: $27,151.70 (grandfathered)

The Kleptz Family and Dr. Thomas Turner
Livestock and Meat Judging Teams Endowment Fund

The Kleptz Family and Dr. Thomas Turner Livestock and Meat Judging Teams Endowment Fund was established April 4, 2008, 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 Kleptz family to honor the dedication and leadership that Dr. Thomas Turner (B.S. 1970) has provided to The Ohio State University Livestock and Meat Judging Teams program.

The annual distribution from this fund shall be used to support undergraduate livestock evaluation and meat evaluation judging teams in preparation for regional and national intercollegiate contests and associated educational programs in the Department of Animal Sciences in the College of Food, Agricultural, and Environmental Sciences. The annual distribution may also be used to provide a graduate assistant position to support the judging teams. Expenditures shall be approved by the vice president for Agricultural Administration and executive dean for Food, Agricultural, and Environmental Sciences in consultation with the chairperson of the Department of Animal 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 vice president for Agricultural Administration and executive dean for Food, Agricultural, and Environmental Sciences in consultation with the chairperson of the Department of Animal 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. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from a representative of the donors, should one be available, and from the vice president for Agricultural Administration and executive dean for Food, Agricultural, and Environmental Sciences in consultation with the chairperson of the Department of Animal Sciences.

Amount Establishing Endowment: $26,274.00 (grandfathered)

Karl Danneberger Turfgrass Science Fund

The Karl Danneberger Turfgrass Science Fund was established April 4, 2008, 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. Karl Danneberger and friends.

The annual distribution from this fund shall be used to enhance the undergraduate or graduate educational experience in turfgrass science. Expenditures shall be made by the chairperson of the Department of Horticulture and Crop Science, with recommendations by the turfgrass science faculty member who is the advisor for the undergraduate turfgrass management club, teaches the greatest number of turfgrass science courses, or advises the largest number of turfgrass science majors, and approved by the vice president for Agricultural Administration and executive dean for Food, Agricultural, and Environmental 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 vice president for Agricultural Administration and executive dean for 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. 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 Dr. Danneberger, should he be alive, and from the vice president for Agricultural Administration and executive dean for Food, Agricultural, and Environmental Sciences.
Amount Establishing Endowment: $26,140.78 (grandfathered)

The Betty-ann Hoener Graduate Endowed Fund in Pharmaceutics

The Betty-ann Hoener Graduate Endowed Fund in Pharmaceutics was established April 4, 2008, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Dr. Betty-ann Hoener (Ph.D. 1974) of San Francisco, California.

The annual distribution from this fund shall be used to support an outstanding senior graduate student in the College of Pharmacy's Division of Pharmaceutics. This award will be in addition to the College of Pharmacy's graduate stipend. Recipients shall be selected by the Division of Pharmaceutics faculty in consultation with the Office of Student Financial Aid. The University may modify any selection criteria should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, should she be alive, and from the dean of the College of Pharmacy.

Amount Establishing Endowment: $25,416.56 (grand-fathered)

<u>Change in Description of Named Endowed Fund</u>

Atsushi Onoe Memorial Fund

The Atsushi Onoe Memorial Fund was established July 7, 2006, 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 Toshioki and Keiko Onoe and many friends in memory of Atsushi Onoe (M.A. East Asian Languages and Literatures 1997) who was tragically killed in an accident in 1999. The description was revised April 4, 2008.

The annual distribution from this fund shall be used to support academic activities of Ohio State University students who wish to pursue the study of the Japanese language and culture, including but not limited to, scholarships, travel, and educational support materials. Award recipients will be selected by the chairperson of the Department of East Asian Languages and Literatures as recommended by the Department's committee. Scholarships will be awarded in consultation with the Office of Student Financial Aid.

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 this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees and Foundation Board as recommended by the dean of the College of Humanities in consultation with the chairperson of the Department of East Asian Languages and Literatures. 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.

Change in Name of Named Endowed Fund

Vig/Williams Endowed Chair Fund in Orthodontics

The College of Dentistry Endowed Chair Fund in Orthodontics was established May 6, 2005, 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 alumni and friends. The name was revised April 4, 2008.

The annual distribution from this fund and additional gifts will be added to the principal until the minimum amount for funding an endowed chair ($1.5 million) has been reached. Subsequently, the annual distribution shall be used to provide salary and program support to a distinguished faculty member in the Section of Orthodontics in the College of Dentistry. Selection of the named chair holder shall be made by the dean of the College of Dentistry with recommendations from the head of the Section of Orthodontics.

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 and Foundation Board as recommended by the dean of the College of Dentistry and the head of the Section of Orthodontics. 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.

Change in Name and Description of Named Endowed Fund

The Willard A. Staker Memorial Scholarship Fund

The Williard A. Staker Memorial Scholarship Fund was established May 4, 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 Staker's Drugs, Inc. of Portsmouth, Ohio. The name and description were revised April 4, 2008.

The annual distribution from this fund shall be used to provide a scholarship to a student(s) enrolled in the College of Pharmacy.

Preference will be given to a student(s) who has resided in Scioto County located in southern Ohio and who also has an interest in community/retail pharmacy. The dean of the College or the dean's designee shall be responsible for selecting scholarship recipients, apprising Staker's Drugs, Inc. of the decision, and coordinating these scholarships with the University's Office of Student Financial Aid.

The University may modify any selection criteria should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

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

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from a representative of the donor, should one be available, and from the dean of the College of Pharmacy.

***

INTERNAL LINES OF CREDIT

Resolution No. 2008-102

CAMPUS PARTNERS AND UMC PARTNERS

Synopsis: Approval of the use of internal lines of credit to support two affiliated entities initiatives is proposed.

WHEREAS in 2005 the Board of Trustees approved the University's Policies Regarding Use of University Debt which require Board approval for University lines of credit to affiliated entities; and

WHEREAS Campus Partners has requested a line of credit of up to $10,000,000 for property acquisitions that are consistent with the Campus Partners strategic plan and are approved by the Campus Partners Board of Directors; and

WHEREAS UMC Partners has requested a line of credit of up to $5,700,000 for costs associated with the dissolution of UMC Partners with repayment being the responsibility of Health System; and

WHEREAS both requests have received the appropriate levels of approval and are consistent with the policies regarding use of internal lines of credit:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees approve a University line of credit to Campus Partners for up to $10,000,000 for property acquisitions; and

BE IT FURTHER RESOLVED, That the Board of Trustees approve a University line of credit to UMC Partners for up to $5,700,000 for costs associated with UMC Partners dissolution.

(See Appendix XLVIII for background information, page 1081.)

***

APPROVAL TO ENTER INTO DESIGN AND CONSTRUCTION CONTRACTS

Resolution No. 2008-103

APPROVAL TO ENTER INTO DESIGN CONTRACTS
ATI-HORTICULTURE AND OPERATIONS CENTER
EOC CLINICAL EXPANSION
FIELD HOCKEY/OUTDOOR TENNIS COMPLEX
INFRASTRUCTURE AND ROADWAYS EOC PHASE 1
ROSS HEART HOSPITAL EP LAB EXPANSION

APPROVAL TO ENTER INTO CONSTRUCTION CONTRACTS
ATI-HORTICULTURE AND OPERATIONS CENTER
FIELD HOCKEY/OUTDOOR TENNIS COMPLEX

Synopsis: Authorization to enter into design and construction contracts, as detailed in the attached materials, is requested.

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

ATI – Horticulture and Operations Center (99-00 capital request)	$8.4M	State appropriations College general funds
EOC Clinical Expansion (09-10 capital request, $550.4M total project)	$3.5M	Bond proceeds
Field Hockey/Outdoor Tennis Complex (N/A)	$6.0M-$9.0M	Auxiliary funds
Infrastructure and Roadways EOC Phase 1 (09-10 capital request. $45.9M total project)	$3.0M	Bond proceeds
Ross Heart Hospital EP Lab Expansion (N/A)	$12.0M	Auxiliary funds

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

ATI – Horticulture and Operations Center (99-00 capital request)	$8.4M	State appropriations College general funds

Field Hockey/Outdoor Tennis Complex (N/A)	$6.0M-$9.0M	Auxiliary funds

** Parentheses indicates the biennial capital request or other action by the Board of Trustees to authorize the capital project, renovation projects funded by internal office or department funds that are noted as "N/A" have not had separate capital project authorization because of their small size or because they arose unexpectedly between capital planning cycles.*

NOW THEREFORE

BE IT RESOLVED that the President and/or Senior Vice President for Business and Finance be authorized to enter into design and construction contracts for the projects listed above in accordance with established University and State of Ohio procedures, with all actions to be reported to the Board at the appropriate time.

(See Appendix XLIX for background information, page 1083.)

***

PURCHASE OF REAL PROPERTY

Resolution No. 2008-104

Ohio National Guard Hangar Facility
Adjacent to Don Scott Field
2827 West Dublin-Granville Road
Columbus, Ohio

Synopsis: Authorization to purchase the improved real estate located at 2827 West Dublin-Granville Road, Columbus Ohio, is proposed. The property is improved with a two-story aviation hangar facility containing 56,160 SF.

WHEREAS this property has an appraised value range of approximately $2,875,000.00 - $3,035,000.00 and the owner, the Adjutant General of the state of Ohio, has entered into a contingent real estate purchase contract to sell the property to the University for $2,875,000.00; and

WHEREAS this property is located adjacent to the University Airport at Don Scott Field, and is surrounded by other property owned by the University and the appropriate University offices have determined that the purchase of this property would be 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 purchase nine parcels located at 2827 West Dublin-Granville Road, Columbus Ohio and to acquire title of this property in the name of the state of Ohio for the use and benefit of The Ohio State University, upon such terms and conditions deemed to be in the best interest of the University.

(See Appendix L for background information, page 1091.)

***

LONG-TERM LEASE

Resolution No. 2008-105

Aviation Hangar Facility
Adjacent to Don Scott Field
2827 West Dublin-Granville Road
Columbus, Ohio

Synopsis: Authorization is requested for a long-term lease of 8.017 acres, improved with a two- story aviation hangar at 2827 Dublin-Granville Road, Columbus, Ohio containing 56,160 SF from The Ohio State University to MedFlight of Ohio.

WHEREAS the Board of Trustees of The Ohio State University is presented with the opportunity to enter into a long term lease of real property; and

WHEREAS this property is currently used by MedFlight of Ohio, Inc. and the University Airport and the College of Engineering have determined that the Lease of this property is in the best interest of the University, and

WHEREAS the University Airport will bear all operating costs, and the rent from the Lease will be used to repay the bond financing used to purchase the property:

NOW THEREFORE

BE IT RESOLVED, That the President and/or the Senior Vice President for Business and Finance be authorized to enter into a long term lease of the improved real property at 2827 Dublin-Granville Road to MedFlight of Ohio, Inc., for a 10 year term, with two 5 year renewal terms, and with rights of either party to terminate the lease at any time with two year notice, and under such additional terms and conditions as shall be in the best interest of the University.

(See Appendix LI for background information, page 1093.)

Upon motion of Mr. Wexner, seconded by Ms. Hendricks, the Board of Trustees adopted the foregoing resolutions by unanimous roll call vote, cast by Trustees Cloyd, Hendricks, McFerson, Ong, Borror, Wexner, O'Dell, Shumate, Hicks, Fisher, Schottenstein, Brass, Marbley and Ratner.

***

DISTINGUISHED SERVICE AWARDS

Resolution No. 2008-106

Synopsis: Approval of seven individuals to receive the University's Distinguished Service Award is proposed.

WHEREAS the President's Council, upon the recommendation of the Committee on Distinguished Service Awards, nominated and recommended the following seven individuals for approval by the Board of Trustees to receive the Distinguished Service Award at a time convenient to the University and the recipient:

Edwin M. "Ed" Cooperman

Alice Galloway
Anne K. “Nancy” Jeffrey
Bruce W. Lavash
Corbett A. Price
Barbara J. “Barbie” Tootle
George Paulson

WHEREAS these awards are given in recognition of distinguished service to The Ohio State University and the awards are in accordance with action taken by the Board of Trustees in 1952:

NOW THEREFORE

BE IT RESOLVED, That the Distinguished Service Awards be approved for awarding as designated above.

Upon motion of Amb. Ong, seconded by Mr. McFerson, the Board of Trustees adopted the foregoing resolution with thirteen affirmative votes cast by Trustees Hendricks, McFerson, Ong, Borror, Wexner, O’Dell, Shumate, Hicks, Fisher, Schottenstein, Brass, Marbley and Ratner, and one abstention cast by Trustee Cloyd.

***

APPOINTMENT OF INVESTMENT MANAGERS AND REALLOCATION OF FUNDS

Resolution No. 2008-107

Synopsis: The appointment of investment managers and reallocation of funds are proposed.

WHEREAS it is the policy of The Ohio State University to utilize the service of external investment managers and index funds to assist in the management of the University's Long-Term Investment Pool; and

WHEREAS the Development and Investment Committee of the Board of Trustees periodically reviews the results obtained by the external investment managers and the amount of funds assigned to each of them; and

WHEREAS it is prudent practice to reallocate funds assigned to external investment managers as conditions change; and

WHEREAS the number of external Investment Managers and the amount of funds assigned to them shall be determined by the Board of Trustees; and

WHEREAS the Board of Trustees last approved the Appointment of Investment Managers and Reallocation of Funds on February 1, 2008:

NOW THEREFORE

BE IT RESOLVED, That upon the recommendation of the Development and Investment Committee, the Board of Trustees hereby waives competitive bidding requirements under the University’s Purchasing Policy (Resolution 2008-70) and approves the following external investment manager changes in conjunction with index fund reallocations as needed to maintain target asset allocations previously approved:

	Allocation as of 3/31/08	Changes	Revised Allocation
<u>US Equity Large Cap</u>			
Fifth Third	$42,742,623	($42,742,623)	$0
Huntington Value	$43,457,778	($43,457,778)	$0
SSGA S&P 500	$109,619,381	($109,619,381)	$0
SSGA Russell 1000	$0	$363,579,624	$363,579,624
<u>US Equity- Mid Cap</u>			
SSGA Extended	$88,735,420	($88,735,420)	$0
<u>US Equity Small Cap</u>			
Bernzott	$22,838,188	($22,838,188)	$0
Independence	$26,874,331	($26,874,331)	$0
Opus	$27,200,189	($27,200,189)	$0
SSGA Russell 2000	$32,111,714	($32,111,714)	$0
<u>Private Equity</u>			
AG Capital Recovery Partners VI	$0	$15,000,000	$15,000,000
TPG Partners VI	$0	$15,000,000	$15,000,000
Total	$393,579,624	$0	$393,579,624

Upon motion of Amb. Ong, seconded by Mr. Wexner, the Board of Trustees adopted the foregoing resolution with thirteen affirmative votes cast by Trustees Hendricks, McFerson, Ong, Borror, Wexner, O'Dell, Shumate, Hicks, Fisher, Schottenstein, Brass, Marbley and Ratner, and one abstention cast by Trustee Cloyd.

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Dr. Cloyd:

Thank you very much. Today is another special day in that Karen Hendricks, our vice chair of the Board is attending her last Board of Trustees meeting, and I want to take this opportunity publicly to thank her for the many, many contributions that she has made to this University as a Trustee and also the excellence she has brought to the Board as we think about our work process and perhaps even more importantly the value she brings as a colleague and demonstration of what colleagueship is all about. We really deeply appreciate that Karen. She has a long history with Ohio State going back to her days as an undergraduate student here in engineering, and also her years in the Alumni Association Board. We know Karen that your service and dedication to this University is not going to end today. We certainly look forward to future opportunities to work with you on University business. Also all of us will really continue to value the time with you as a colleague and friend. I said last night I do not think this University has a more passionate, energetic and dedicated supporter than you. So from all of the Board, I want to thank you very much. We have a little token of appreciation that we would like to offer you.

We would love to hear a few comments if you have any.

Ms. Hendricks:

Well I thought I might repeat one of the things that I mentioned last night at dinner because few people have the perspective that a Trustee has because of the breadth of our purview of our great University, and also because of the length of time that we spend here. I do not even think that some of the deans in the room or some of the staff who have been here many, many years have the broad look that we all have. They probably have a lot deeper look, but not as broad a look. Also, at least in my nine years, I have covered three different administrations, so even the president, who has the purview, sometimes does not have the years that give us a sense of where we are and where we are going. I really feel that after nine years we have made enormous progress. This is a different University than it was nine years ago, but the other thing that I would say is that by understanding the greatness of this place, the depth of it, and the complexity of it, that our opportunities are endless still. I think that Gordon probably has communicated it better than any, that this is Ohio State's time. First of all I think we have the leadership that Gordon brings, and I think all of us are amazed at his energy and how quickly he is on board. When you have good leadership, you bring in good leadership, and already with Peter and Jeff here, it is just an example of the kind of talent that good leadership brings, so I see this happening, the stars aligning if you will. In addition, the state of Ohio has its focus on higher education and with the chancellor's look at this, there is some real thinking going on now about the importance of higher education to our state. I think with our history now over these last years and the progress we are making, we have alumni and staff and faculty that are feeling the energy. Certainly I feel the energy, and I think that everybody around us will as this leadership moves forward. I was so glad I was here for the little bit that we have approved today for this Medical Center expansion. How many years have we been talking about this and it's the start of something big. It is 50 percent of us, and that 50 percent will put the University as a whole, move it and progress it. I leave very excited about where we are and I think one of the things as a Board, we have added to that with the governance structure that we have put in place that will sustain us over time, and our leadership. I think as Gordon said today, it is as important as his in progressing the University. Our focus on the big things that will move us are important. I leave feeling very energized about where we are, having seen all that has transpired in the last nine years, I know we are well positioned and I was glad to be a part of it, and I look forward to hearing all the wonderful things that will happen in the years to come. Thank you.

Mr. McFerson:

As one who had a chance to sit next to Karen for eight years, and seeing all the work that takes place around here, I don't know of any Trustee who has given us more time, more effort, or served on more task forces behind the scenes. She really gave it everything she had. I personally will miss her because of that. She did a fabulous job for this University and I think set an example of how hard a Trustee really can work and when you do, what a difference you can make. So best wishes to you and thank you so much Karen for what you have done.

Ms. Hendricks:

Thank you.

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Thereupon the Board adjourned to meet Friday, June 6th, 2008 at the Longaberger Alumni House, Columbus, Ohio.

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Attest:

G. Gilbert Cloyd Chairman	David O. Frantz Secretary

The Ohio State University Board of Trustees

April 3, 2008

Board Agenda

- Objectives of Briefing
- Strategic Alignment
- The Revised Facilities Plan
- Integrated Financial Planning
- Items of Continued Interest
- Next Steps
- Summary

The Ohio State University Medical Center Update April 2008

Strategic Alignment

Strategic Goal

Become a top 20 academic medical center by 2015 through advancements in research, education, and patient care

– Cancer Program top 10 NCI goal detailed in the Cancer Strategic Plan and linked directly to this overarching goal

Est. summer 2007

Why Top 20?
The Value Proposition

Rankings
Reputation

Attracts talented people with the right values

Drives excellence in learning, discovery and healing

Work is more fun and fulfilling; people more committed

Enhances our ability to improve people's lives

Strategic Plan
Supporting the University Plans

6 Strategic Goals:

- Forge *One* OSU
- Put Students First
- Faculty Success
- Research Agenda
- Our Communities
- Simplify Systems and Structures

OSU Academic Plan:

- Move OSU into Top Tier of Public Research University
- Guides all University Academic Priorities
- Medical Center Must Become Top Tier

OSU Medical Center
Strategic Planning Components

Program Development Plan	Technology Plan	Financial Plan	Facilities Plan	Human Resources Plan
Signature Programs, Strategic Initiatives	Technology Plan: Information & Clinical	5-10 yr Fiscal, Capital, and Development Plan	MSP: Inpatient, Ambulatory, Research, & Education	People Plan: Recruitment, Development and Retention

Creating the future of medicine to improve people's lives

Health Enterprise Alignment

- Integration of Tripartite Mission
  - Education, Research, Patient Care
- Single Balance Sheet and Strategic Plan
- Based on University Academic Plan
- Guided by President's Six Strategic Principles
- Aligned with Six Medical Center Key Result Areas
- Aligned with Governance Changes, Bond Rating, Financial Ratio Targets, and University Capital Planning (Inclusive: University Leaders, Boards, Medical Center Leaders)
- Executive Sponsors Consensus
- External Validation

Business and Finance

108 Bricker Hall
190 North Oval Mall
Columbus, OH 43210-1362

Phone (614) 292-7970
Fax (614) 292-2820

Date: March 26, 2008

Subject: Revised Medical Center Master Facilities Plan

From: Chris Culley
Peter Geier CS for PG
Dave Schuller DES
Bill Shkurti WTS
Chip Souba CS

To: E. Gordon Gee

The purpose of this memo is to transmit to you our conceptual vision for the Revised Medical Center Master Facilities Plan. Although there are still some issues that need to be resolved before requesting Board approval in June and July, particularly the refined financial plan, we are in full agreement about the priorities and commitments represented in this revised version. We feel it offers a unique opportunity to move the health enterprise and the University forward academically and clinically, and that it does so in a way that is in alignment with the University's planning process.

We look forward to working with each other and with the other stakeholders in the months ahead to assure the success of this critically important project.

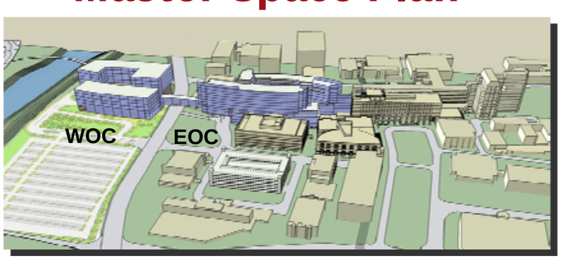
c: Joseph Alutto
David Frantz
Jay Kasey

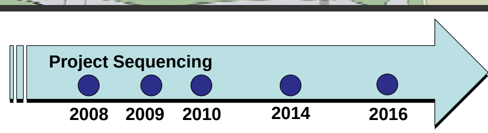
The Ohio State University Medical Center

Project Management Office
Master Space Plan Update
East of Cannon (EOC)
West of Cannon (WOC)
April 2008

Revised Facilities Plan

Master Space Plan





2008-2010 Project Status

2008 Projects (Complete)

- Ross Heart Expansion
- MRI Expansion
- Digestive Health-Faculty Offices

2009 Projects (Initiate Construction)

- Surface Parking (600 Cars)/Play Field Relocation
- Spirit of Women's Park Relocation
- Infrastructure/Roadways Phase 1
- Existing Buildings, Mechanical Upgrades
- Existing Ground Floor Rhodes and Doan
- WOC: Ambulatory Center & Parking Garage
- WOC: Infrastructure/Roadways Phase 2

2010 Projects (Initiate Construction)

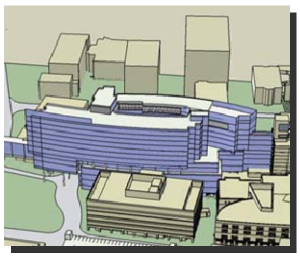
- EOC: 10th Ave (1000) Car Parking Garage
- Cancer and Critical Care

2014 EOC: Cancer & Critical Care

- Cancer Beds
  - 252 Acute Care *
  - 12 Critical Care
  - 24 Bone Marrow Transplant
- Critical Care Beds
  - 132 Beds *
- Surgery
- Imaging
- Public Spaces
- Hospital Support
  - Cancer Program
  - Conferencing
  - Nursing Offices
  - Building Support
  - Emergency Department
  - Pharmacy
  - Connectors

Project Complete

795,000 BGSF



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**Extent of Initial Build-Out To Be Determined*

2014 WOC: Cancer Ambulatory

- Outpatient Cancer Care
- Dry Research Labs
- Research Labs
- Cancer Administration
- Hope's Boutique
- Education/Conference
- Public Spaces
- Bridge Over Cannon
- Support
- Imaging

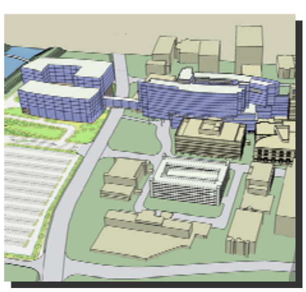
Project Complete

185,000 BGSF

N

2016 Master Space Plan
Anticipated Projects

- **EOC**
  - Existing Bldg Renovation
  - Build Out 36 Cancer Beds
  - Build Out (4) OR's
- **WOC**
  - Clinical Trials Office
  - Radiation Oncology
  - Cancer Dry Research
  - Wet Labs
  - Parking (800 Cars)
  - Cancer Faculty Offices
  - Clinical Modules
  - Chemotherapy



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Primary Goals for Expansion

To Provide:

•Superb Patient Care
•Distinguished Academics
•High Quality Research

Patient Care

Education

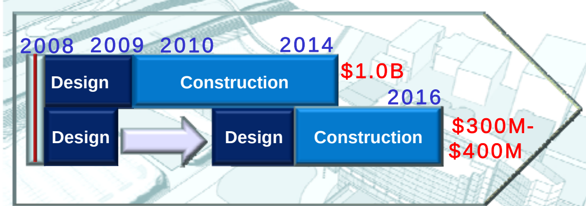
Research

Estimated Project Costs

- **Completed Projects** ——— $76M
  - MRI, Digestive Health, Ross Heart
- **EOC** ——— $742M
  - Cancer & Critical Care
  - Existing Buildings Mechanical Upgrades
  - Existing Ground Floor Rhodes & Doan
  - Spirit of Women's Park
  - Parking Garage (10th Ave)
  - Infrastructure & Roadways (Phase 1)
  - Added Building Shell Floor
  - Major Medical Equipment
- **WOC** ——— $182M
  - Ambulatory Outpatient
  - Research (Dry Labs)
  - Bridge Over Cannon
  - Parking Garage ([illegible] Cars)
  - Playfields & Parking
  - Infrastructure & Roadways (Phase 2)
  - Major Medical Equipment

Total $1.0 Billion

Conceptual Milestones



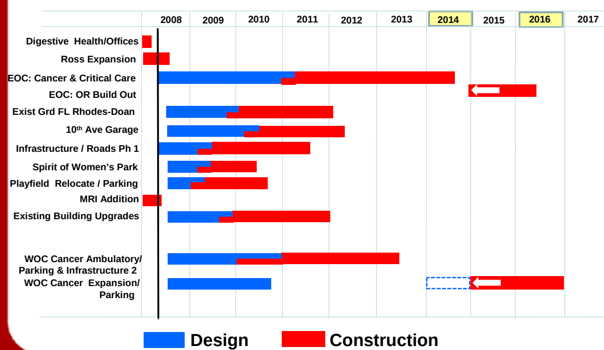
Circuit Breakers (Delay)

Description	Estimated Cost Reduction	Decision
Delay Existing Infrastructure	-$87.0M	(09/2009)
Shell Critical Care Unit	-$8.0M	(07/2010)
Shell Cancer Unit	-$11.0M	(07/2010)
Shell Entire Bed Floor (2 Units)	-$19.0M	(07/2010)
Delay Critical Care Tower	-$100.0M	(07/2010)
Delay West of Cannon	-$182.0M	(10/2010)

Circuit Breakers (Accelerate)

Description	Estimated Cost	Decision
EOC		
Build-Out (4) OR's	+$14.0M	(07/2010)
Extend Concourse to James	+$3.0M	(07/2010)
Build-Out Cancer (3) Floors	+$48.0M	(10/2010)
Build-Out Critical Care (3) FLS.	+$36.0M	(10/2010)
WOC		
Radiation Oncology	+68.0M	(10/2010)
Wet Labs	+36.0M	(10/2010)
Dry Labs	+25.0M	(10/2010)
Research Support	+$15.0M	(10/2010)
Cancer Faculty Offices	+$24.0M	(10/2010)

Preliminary Schedule



Other Major Medical Center Projects

- Ambulatory Care Plan
  - James Care
  - 23 North
  - Ambulatory Surgery Center
- Research Tower Build-Out (3 Floors)
- EP Cardiac Labs
- Annual ($80M) Capital Projects
  - Gap Strategies

April Board 2008

Infrastructure Roadways Ph1	$3.0M Prof Fees	Complete Total Design
EOC Hospital Refinement	$3.5M Prof Fees	Complete Schematic Design
All Remaining MSP Projects		Project Concept Presentation

Anticipated June Board 2008

Deloitte and Hammes Reviews Complete

All Remaining MSP Projects for Design	Estimated Prof Fees $100M-$110M	Approve Total Design

Staging of Future Approvals Required Prior to Construction

The Ohio State University Health System
Long Range Financial Plan FY09-16
April 2008

Integrated Financial Plan

The Ohio State University Health System
The Need for Strong Financial Performance

- Invest into the 3 mission areas of OSUMC
- Invest in new technology, equipment, and buildings
  - Over $73 million will be invested in routine capital in FY08
- Invest in strategic initiatives with emphasis on the six signature programs
  - Over $66 million will be transferred to departments and centers in FY08
- Provide the capacity to obtain additional funding through long-term debt to meet expansion needs
  - Cash reserves will grow by approximately $20 million in FY08
- Present a strong financial position to donors
- Maintain University's credit rating (AA)

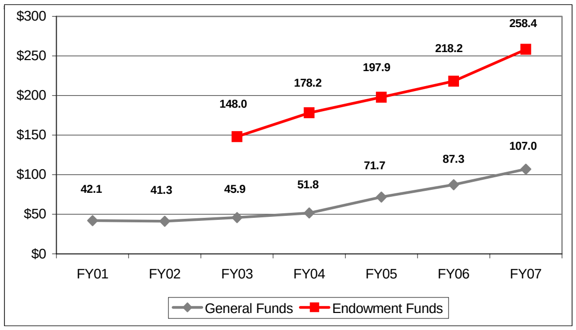
The Ohio State University Health System
The Need For Financial Targets

- Financial performance must be sufficient to meet cash flow requirements of the strategic plan and maintain or improve the financial stability of the Medical Center.
- It is imperative that OSUHS be able to service the debt based on its own cash flows and maintain a healthy credit profile as part of the University.
- Setting financial targets is instrumental in generating positive cash flows and protecting the University's credit rating.

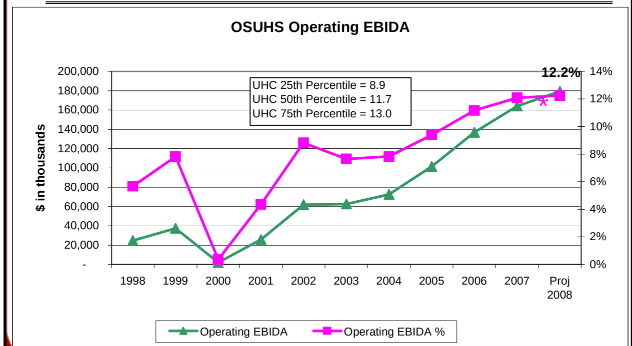
The Ohio State University Health System
Financial Targets

- The following ratios were used to establish financial performance in developing the long range financial plan:
  - Operating EBIDA Margin
    - 10.0 to 12.0%
  - Days Cash on Hand
    - Increase 3 to 5 days per year
  - Debt Service Coverage
    - Greater than 4.0 times

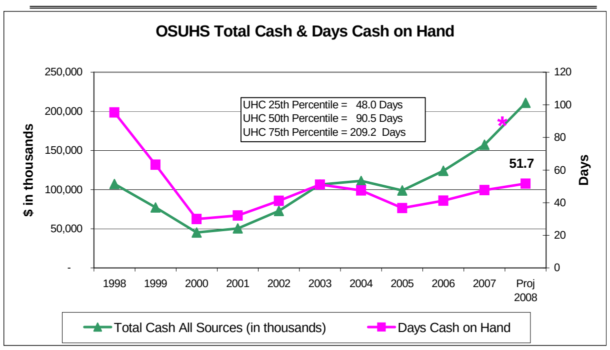
The Ohio State University Medical Center
College of Medicine and Office of Health Sciences
Fund Balances
In millions



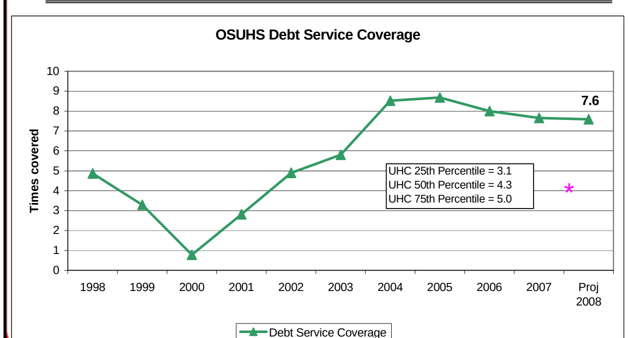
The Ohio State University Health System
Financial Targets



The Ohio State University Health System
Financial Targets



The Ohio State University Health System
Financial Targets



The Ohio State University Health System
Long Range Financial Plan

- Developed based on internal and external assumptions
  - Volumes
  - Rates
  - Inflation
- Used key financial ratios to set long-term goals
  - EBIDA Margin
  - Days Cash on Hand
  - Long-Term Debt to Capitalization
  - Cash Flow to Total Debt
  - Debt Service Coverage
  - Days in A/R

The Ohio State University Health System
Long Range Financial Plan
Critical Initiatives Needed to Achieve Targets

- Signature program performance
- Operational efficiencies
  - Improved throughput
  - Improved productivity
  - Continued non-labor initiatives
  - Continue OSUP and COM initiatives
- Increased activity
  - Bed gap strategy
  - Ambulatory strategies
- Aggressive contracting with payers
- Improved payer mix
- Strong development program

The Ohio State University Health System
Long Range Financial Plan
Process

Step 1 - Complete baseline plan which includes:
- Organic volume assumptions
- Revenue and expense assumptions

Step 2 - Add to the baseline plan (Executive review)
- Volume growth based on faculty recruitments
- Master facility plan costs
- Debt

Step 3 - Add ambulatory plan
Step 4 - Incorporate bed gap strategy (Executive review)
Step 5 - Apply management interventions
Step 6 - Complete sensitivity analysis
Step 7 - Executive review and Deloitte comments

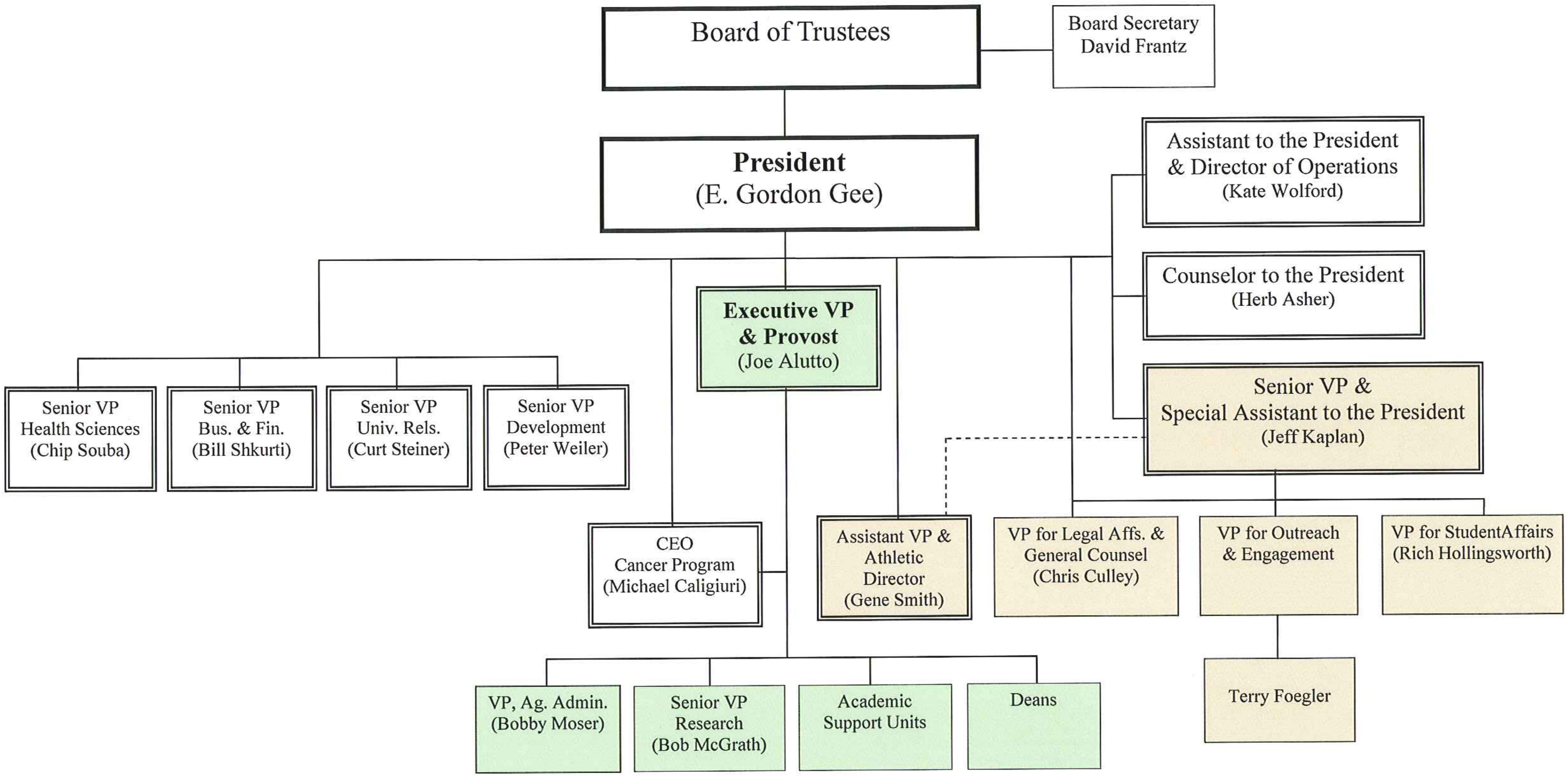
Items of Continued Interest

- Alignment
- Project Management
- Business Plan
- Risk Management
- Other

Next Steps

- Approve $6.5M for Additional Design Work for Master Plan Projects (Joint Committee)
- Approve $1.0M for Design Work for EP Labs (Routine Capital) (Fiscal Affairs)
- Update on Rt. 23 Ambulatory Lease (Fiscal Affairs)

University Leadership Organizational Chart



AMENDMENTS TO THE CODE OF REGULATIONS OF THE OHIO STATE UNIVERSITY MANAGED HEALTH CARE SYSTEMS, INC. (MHCS)

SUMMARY

The MHCS Board of Directors has approved the proposed changes to the Code of Regulations, which is subject to the approval of the University's Board of Trustees. The changes are intended to provide alternate representatives of The Ohio State University on the Board of Directors to replace the representatives of the Board of Trustees in accordance with Board of Trustees policy and add an additional external director to further increase expertise of the Board of Directors.

SUCCESS: In MHCS's effort to better serve its client base of faculty, staff, and students and potential new customers it is preparing to strategically position itself with greater flexibility and agility in the marketplace in the development and offering of innovative products and services. To accomplish this endeavor there is a need to increase the range and depth of expertise represented on the Board of Directors.

*** * ***

CODE OF REGULATIONS OF THE OHIO STATE UNIVERSITY MANAGED HEALTH CARE SYSTEMS, INC.

ARTICLE I

NAME AND PURPOSE OF THE CORPORATION

<u>Section 1.01 Name.</u> The name of the Corporation is The Ohio State University Managed Health Care Systems, Inc., herein called the "Corporation".

Section 1.02 Purpose: Tax-exempt Status. The Corporation, is organized exclusively to promote and carry out educational, charitable, and scientific purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986, as amended (or any corresponding provisions of any future United States Internal Revenue Code) (the "Code"), by conducting and supporting activities that are for the benefit, perform the functions, or carry out the purpose, of The Ohio State University (hereinafter, the "University"), principally its health plans, with the support of its health care facilities, and its College of Medicine; and may also support the educational and health care responsibilities reposed in the University by law, and the strategic goals of the University Medical Center.

The foregoing includes, but is not limited to the following:

A. To market, promote, and provide, through management services, contracting for services, and/or the franchising of such services, the University's health plans and any expanded managed health care services and programs to employers and groups within Ohio and to contract with employers and groups, established managed care networks, service providers, and others and to undertake, conduct, or support other programs or activities reasonably related thereto;

B. To conduct or support other programs or projects that augment and enhance the undertakings of the University's health plans, the University's health care facilities, the College of Medicine, and other health-related services in advancing their educational, research, patient care, health care, and public service responsibilities;

C. To receive from the University, and to seek and obtain from any other resources, funds and other property, including donated funds and other property, to be used and administered to promote the purposes of the University's health plans, the University's health care facilities, the College of Medicine, and other health-related services; and

D. To use and administer all funds and other property received by it for activities designed and implemented for the use and benefit of the University's health plans, the University's health care facilities, the College of Medicine, and other health-related services and to engage in any and all activities reasonably incidental thereto;

E. To retain, employ, contract for, and discharge employees, consultants, advisors, and agents to carry out the purposes of the Corporation, as directed by the Board of Directors.

Solely for the above purposes, the Corporation is empowered to exercise all rights and powers conferred by the laws of the State of Ohio upon nonprofit corporations.

ARTICLE II
OFFICES: CORPORATE LOGO

Section 2.01 Office. The Corporation's principal office shall be located in the City of Columbus, Franklin County, Ohio, unless otherwise established by a vote of the Board of Directors.

Section 2.02 Corporate Logo. The Board of Directors may authorize a distinctive and unique identifying logo to be used as prescribed by the Board in the conduct of corporate business.

ARTICLE III
DIRECTORS

Section 3.01 Powers. Except as otherwise provided in the Articles of Incorporation, these Regulations, or applicable laws, the Board of Directors shall exercise all of the authority of the Corporation. The Directors serving hereunder shall have the power, authority, and responsibilities of, and perform the functions provided for, Directors under the Ohio Non-profit Corporation Law. The Board of Directors shall guide and approve the strategic direction and ventures of the corporation including the operating policies, the business plan and the annual budget for the Corporation. All major contracts, as determined by the Board, shall be subject to prior approval by the Board.

Section 3.02 Number. Appointment. Term of Office. ~~Except as provided below, there~~ There shall be ~~nine~~ Twelve voting Directors of the Corporation, as follows:

~~A. A member of the University's Board of Trustees, who shall be a Term Director and elected by the University's Board of Trustees for a one-year term or until his or her successor is elected;~~

~~B. The Secretary of the University's Board of Trustees, or the equivalent successor officer, who shall serve as an Administration Director for so long as he or she occupies that position;~~

~~C~~A. The Senior Vice President for Health Sciences of the University, or the equivalent successor officer, who shall serve as an Administration Director for so long as he or she occupies that position;

~~D~~B. The Vice President for Health Services shall serve as an Administration Director for so long as he or she occupies that position;

~~E~~C. The Associate Vice President for Human Resources of the University, or the equivalent successor officer, who shall serve as an Administration Director for so long as he or she occupies that position;

~~F~~D. A regular faculty member of the University's College of Medicine ~~and a member of the~~

~~recognized University central practice plan organization (OSUP)~~ who is a senior physician on the Medical Staff of either the University Hospitals, or the University's Arthur G. James Cancer Hospital and Richard J. Solove Research Institute~~, or the Ohio State University Hospitals East~~ who shall be a Term Director and appointment by the President of the University for a three-year term or until his or her successor is appointed in consultation with the Senior Vice President for Health Sciences and the leadership of OSUP.

~~G~~E. ~~Three~~Four individuals, independent of the University, who shall be Term Directors and appointed by the President of the University for a three-year term or until such time as a successor is appointed.

~~H~~F. One individual who is a university regular faculty member nominated and recommended by Faculty Council, who shall not be employed by nor serve this corporation, shall not be employed by nor serve the University Health Systems. The regular faculty member shall be appointed by the President of the University for a one year term or until his or her successor is appointed, and be eligible for up to two subsequent one year renewals at the pleasure of the President, but in no circumstance longer than three consecutive years. Recommendations shall be made to the President of the University on or before April 1 of each calendar year. The regular faculty member position to be appointed pursuant to this paragraph shall remain vacant until such time as the appointment is received from the President of the University.

~~I~~G. One individual who is a regular staff member nominated and recommended by the University Staff Advisory Committee (USAC), who shall not be employed by nor serve this corporation, shall not be employed by nor serve the University Health Systems. The regular staff member shall be appointed by the President of the University for a one year term or until his or her successor is appointed, and be eligible for up to two subsequent one year renewals at the pleasure of the President, but in no circumstance longer than three consecutive years. Recommendations shall be made to the President of the University on or before April 1 of each calendar year. The regular staff member position to be appointed pursuant to this paragraph shall remain vacant until such time as the appointment is received from the President of the University.

H. Two additional members of the osu community who may be either regular staff members or faculty members and who are recommended by the incumbent directors of the corporation. Each such individual shall be appointed by the president of the university for a one year term or until his or her successor is appointed, and be eligible for up to two subsequent one year renewals at the pleasure of the president, but in no circumstance longer than three consecutive years. Recommendations shall be made to the president of the university on or before april 1 of each calendar year for appointment and for renewal of such appointment.

~~J~~I. Each Director described in this Section shall have the same voting power and privileges as the other Directors. All references in this Code of Regulations to the Board of Directors, or members of the Board of Directors shall mean only the Directors described in this Section.

The election or appointment of each Term Director shall be made by the appropriate electing or appointing authority before the Annual Meeting of the Board of Directors. The term of each Term Director shall begin and end at the close of the appropriate Annual Meeting, except that each Term Director shall continue in office until his or her successor is appointed or elected. Except as provided in paragraphs f, g and h of this section ~~A~~a Director may serve for unlimited consecutive terms.

Balance unchanged (available upon request).

THE OHIO STATE UNIVERSITY
OFFICE OF UNIVERSITY DEVELOPMENT

Gift Receipts and Net Commitments
as of February 29, 2008

	July 2007 - February 2008		July 2006 - February 2007		% Change
Gift Receipts					
Cash & Securities*	$ 106,767,807		$ 87,250,979		22%
Gifts-in-Kind	3,751,848		4,195,079		-11%
Irrevocable (Present Value)	1,049,546		2,047,156		-49%
Bequests Distributed	5,249,830		8,696,502		-40%
Total Gift Receipts		**$ 116,819,032**		**$ 102,189,716**	14%
Net New Pledges		**$ 29,729,861**		**$ 17,626,665**	69%
Net New Revocable Planned Gifts					
Bequest Expectancies (Face Value)	$ 13,936,850		$ 14,361,637		-3%
Trust Expectancies (Face Value)	4,867,943		9,576,387		-49%
Total Net Planned Gifts		**$ 18,804,793**		**$23,938,024**	-21%
Total		**$ 165,353,686**		**$143,754,405**	15%

*Totals do not include private grants and contracts processed through the OSU Research Foundation

THE OHIO STATE UNIVERSITY
OFFICE OF UNIVERSITY DEVELOPMENT

Donor Counts and Gift Receipts by Donor Type
as of February 29, 2008

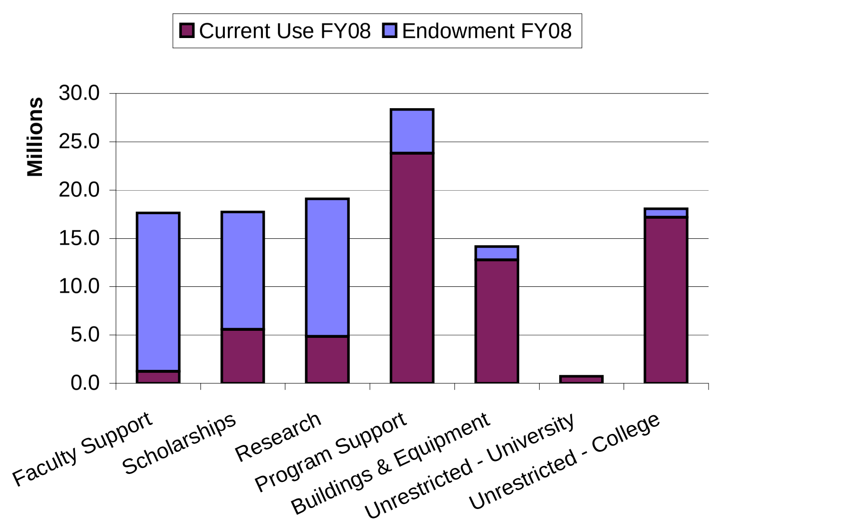
	Donors July through February			Dollars July through February			
	FY2008	FY2007	% Change	FY2008	FY2007	% Change	
Individuals:							
Alumni (Current Giving)	47,890	50,309	-5%	$ 29,392,462	$ 27,471,144	7%	
Alumni (Irrevocable Trusts & Annuities)	18	20	-10%	558,265	1,987,785	-72%	A
Alumni (From Bequests)	47	38	24%	3,621,755	3,811,721	-5%	
Alumni Total	**47,955**	**50,367**	**-5%**	**$ 33,572,483**	**$ 33,270,650**	**1%**	
Non-Alumni (Current Giving)	28,829	30,698	-6%	$ 13,424,116	$ 16,779,621	-20%	B
Non-Alumni (Irrevocable Trusts & Annuities)	9	6	50%	491,281	59,371	91%	C
Non-Alumni (From Bequests)	29	30	-3%	1,628,075	4,884,780	-67%	D
Non-Alumni Total	**28,867**	**30,734**	**-6%**	**$ 15,165,791**	**$ 21,723,773**	**-30%**	
Individual Total	**76,822**	**81,101**	**-5%**	**$ 48,738,273**	**$ 54,994,422**	**-11%**	
Corporations/Corp Foundations:	**3,218**	**3,167**	**2%**	**$ 24,550,445**	**$ 22,519,777**	**9%**	
Private Foundations:	**587**	**521**	**13%**	**$ 38,058,586**	**$ 19,939,212**	**91%**	E
Associations & Other Organizations:	**1,064**	**1,137**	**-6%**	**$ 5,094,046**	**$ 4,736,305**	**8%**	
Grand Total	**81,691**	**85,926**	**-5%**	**$ 116,819,032**	**$ 102,189,716**	**14%**	

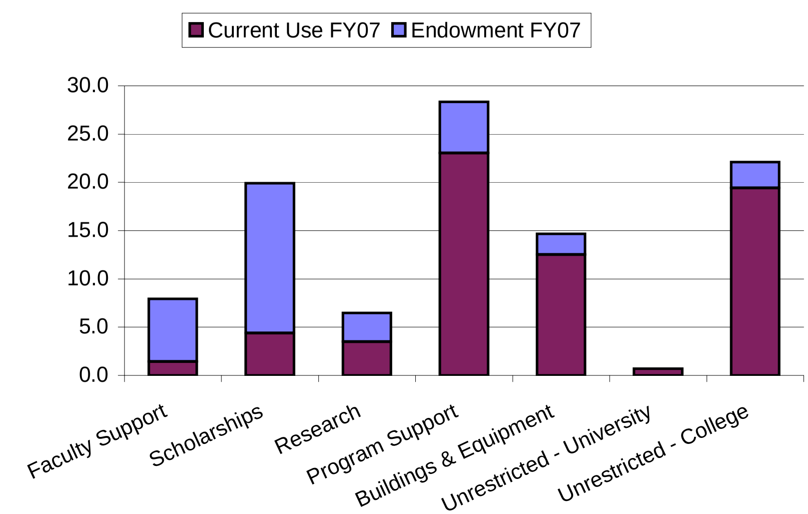
A Individual Alumni Irrevocable gifts are down 72% due to
$1.1M gift from Joe Engle in Dec 2006 to Academic Affairs
B Individual Non-Alumni Current gifts are down 20% due to
Greater gift activity of $200K and more in FY2007
C Individual Non-Alumni Irrevocable gifts are up 91% due to
$377K insurance policy from an Anonymous Donor to Arts
D Individual Non-Alumni bequest receipts are down 67% due to
Greater gift acitivity of $100K and more in FY2007
E Private Fnd gifts are up 91% due to
$7.4M gifts in Oct 2007, $2.9M in Nov 2007 and $5.2M in Feb 2008 from the Columbus Foundation to Academic Affairs

THE OHIO STATE UNIVERSITY
OFFICE OF UNIVERSITY DEVELOPMENT

Gift Receipts by Purpose
as of February 29, 2008

	July 2007 - February 2008			July 2006 - February 2007			
	Current Use	Endowment	**Total**	Current Use	Endowment	**Total**	**% Change**
Faculty Support	$ 1,229,529	$ 16,420,289	**$ 17,649,818**	$ 1,422,420	$ 6,515,937	**$ 7,938,357**	122%
Scholarships	5,552,606	12,167,928	**17,720,533**	4,384,880	15,537,431	**19,922,311**	-11%
Research	4,841,039	14,257,876	**19,098,915**	3,487,321	2,981,068	**6,468,388**	195%
Program Support	23,816,078	4,527,272	**28,343,350**	23,037,276	5,318,755	**28,356,031**	0%
Buildings & Equipment	12,775,306	1,383,074	**14,158,380**	12,495,725	2,181,646	**14,677,371**	-4%
Unrestricted - University	741,740	-	**741,740**	692,948	-	**692,948**	7%
Unrestricted - College	17,168,961	887,788	**18,056,749** *	19,426,091	2,661,062	**22,087,153**	-18%
	$ 66,125,259	**$ 49,644,226**	**$ 115,769,485**	**$ 64,946,661**	**$ 35,195,899**	**$ 100,142,560**	16%





* Purpose Report Total does not include Irrevocable Deferred gifts, so the total will be lower than the total on the Donor Type Report

The Ohio State University Board of Trustees
Fiscal Affairs Committee
April 4, 2008

TOPIC:

Internal Lines of Credit

CONTEXT:

In accordance with the University's Principles Regarding Use of Internal Lines of Credit adopted by the Board of Trustees at the March 4, 2005 meeting, all University lines of credit agreements involving affiliated entities require approval by the Board of Trustees.

RECOMMENDATION:

The following Lines of Credit have been requested:

1) Campus Partners: Line of credit (LOC) of up to $10,000,000 for property acquisitions for targeted Campus Partners projects. The LOC repayment will be made of anticipated funding from the President's Strategic Fund in FY 2009. Terms and conditions have been reviewed and approved by the Senior Vice President of Business and Finance and the President of Campus Partners

2) UMC Partners: Line of Credit (LOC) of up to $5,700,000 for costs associated with the dissolution of UMC Partners. Term of LOC will be 5 years with repayment of the outstanding balance associated with this LOC being the responsibility of Health System. Terms and conditions have been reviewed and approved by the Senior Vice President of Business and Finance, the Vice President for Health Services, and the Interim Senior Vice President for Health Sciences.

CONSIDERATIONS:

- Are these requests being made for strategic purposes consistent with the Academic Plan?
- Has the impact to the University's Credit rating been sufficiently considered?
- Is repayment assured?

REQUESTED OF THE FISCAL AFFAIRS COMMITTEE:

Approval of attached resolution

ATI-Horticulture and Operations Center

OSU-080801

Requesting Agency(s): ATI-HORTICULTURAL TECHNOLOGY

Location(s): See Project Information **ASF/**0 **GSF Age:**

Description/Scope:

This project will construct a new Horticulture Operations Center at the ATI campus in Wooster, OH. The Center will include classroom, laboratory and office space for the horticulture programs, including the Plant Materials, Turf Science, Landscape Design, Nursery Operations, and Floral Operations programs. The building will be approximately 38,500 gross square feet.

Project programming and schematic design were accomplished as part of a separate project. This project will verify the program and complete project design.

How does this project advance the Academic Plan? This project advances the Academic Plan by improving the teaching, learning and research facilities and helping ATI to achieve it's academic mission.

Funding Status and Source: A portion of the project funding is from future capital appropriations (2009-2010 capital request). If funding is reduced or delayed alternate funding will need to be provided or the project scope reduced.

Logistics: Project site has been selected and approved.

Energy and Sustainability: This project will pursue green building initiatives. It has not been determined if the project will seek LEED certification.

Risks: None

Deferred Maintenance: None

Deferred Renewal: None

Source of Funds:	Amount
Future Capital Appropriations	$6,904,279.00
HB850 Line Item Appropriation	$1,455,721.00
General Funds-OARDC	$40,000.00
Total:	$8,400,000.00

Schedule:	BoT Approved Amt.	Projected	Revised	Actual
PLANNING				
Arch/Engr Approved by BoT	$8,400,000.00	04/04/2008		
DESIGN				
Schematic Design Approval		06/15/2008		
Design Dev Document Approval		06/15/2008		
Construction Document Approval		05/01/2009		
BIDDING				
Bidding Approved BoT	$8,400,000.00	04/04/2008		
Bid Opening		07/01/2009		
CONSTRUCTION				
Construction Start		12/01/2009		
Completion		12/01/2010		
FF&E				
FF&E Installation		01/01/2011		
CLOSE OUT				
Occupancy		03/01/2011		

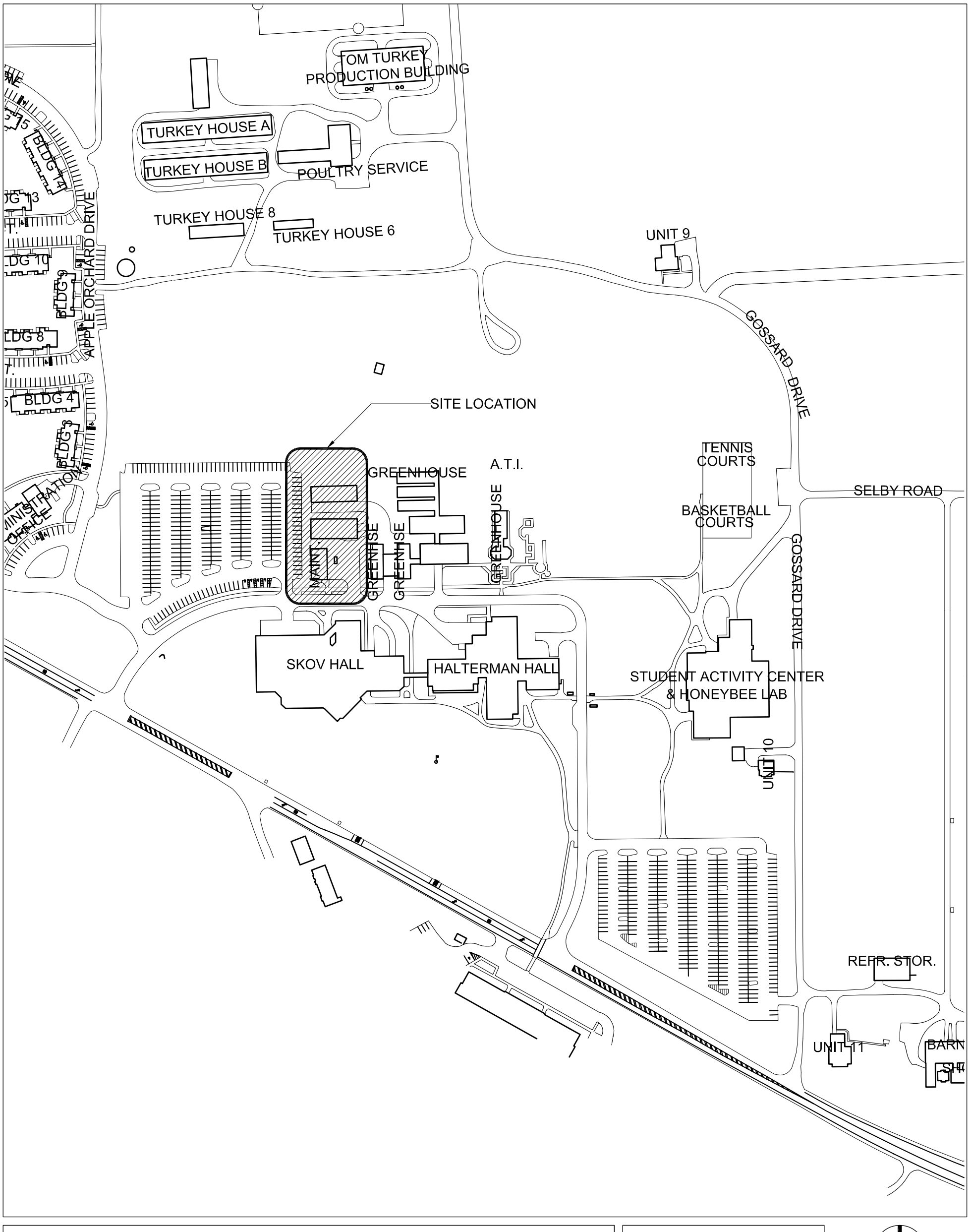
Project Team:

Project Manager: Marjory Trishman (trishman.2@osu.edu)

Project Coordinator: Karen Cogley (cogley.1@osu.edu)

OARDC / ATI - PROJECTS

- ATI - Horticulture Operations Building



Office of Business and Finance / Board of Trustees Meeting	April 4, 2008

N

EOC Clinical Expansion

315-2005-993-8

Requesting Agency(s): UNIVERSITY HOSPITALS

Location(s): See Project Information **ASF/**0 **GSF Age:**

Description/Scope:

This project involves the addition of space for the Diagnostic Treatment Center and Inpatient Cancer/Critical Care Towers east of Cannon Drive. The work will include the demolition of Means Hall, MRI Building and South Cannon Garage.

At this time, the project is requesting approval to complete schematic design in the amount of $3,500,000 only.

This project is part of the Medical Center Facilities Plan approved on November 4, 2005 by the Board of Trustees as Medical Center Facility Master Plan - Clinical Expansion Projects.

How does this project advance the Academic Plan? Enables the Medical Center Facilities Plan, which will support continued clinical, teaching and research missions at The Ohio State University.

Funding Status and Source: The construction expenditures must be coordinated with the available debt capacity.

Logistics: This project cannot begin until the North Doan Hall - Non-Clinical Building and Digestive Health Center and MRI Replacement projects have been completed, which is anticipated to be in the summer of 2008, after which the current occupants of Means Hall will be relocated to these facilities.

Energy and Sustainability: A parking plan must be in place prior to the demolition of the South Cannon Garage.

Risks: The budget set forth is conceptual at this time. The project scope is currently being developed and aligned with University expectations. Once scope, budget and infrastructure needs are validated, an update will be provided to the Board of Trustees, and budgets may be adjusted at that time.

Deferred Maintenance: This project will address a total of $104.6M of deferred maintenance with the demolition of Means Hall and the MRI Building.

Deferred Renewal: None

Source of Funds:	**Amount**
Auxiliaries-OSUMC Health Systems	$44,856,842.00
Univ. Bond Proceeds	$505,591,158.00
Total:	$550,448,000.00

Schedule:	**BoT Approved Amt.**	**Projected**	**Revised**	**Actual**
PLANNING				
Arch/Engr Approved by BoT	$3,500,000.00	04/04/2008		
DESIGN				
Schematic Design Approval		10/31/2009		
Construction Document Approval		12/31/2010		
BIDDING				
Bidding Opening		02/01/2011		
CONSTRUCTION				
Construction Start		04/01/2011		
Completion		11/30/2014		

Project Team:

Project Manager: Paul Lenz (lenz.3@osu.edu)

Project Coordinator: Curt Handschug (handschug.1@osu.edu)

HELLMUTH OBATA & KASSABAUM INC – Executive Design

JACOBS FACILITIES INC - Construction Management

Field Hockey/Outdoor Tennis Complex

OSU-080802

Requesting Agency(s): ATHLETICS

Location(s): See Project Information **ASF**/0 **GSF** **Age:**

Description/Scope:

This project will construct an outdoor women's field hockey facility and replace the existing 12 outdoor tennis courts. The project also includes the construction of concession, restroom,and storage facilities and a 100-car parking lot.

A previous project had combined the field hockey scope with outdoor football practice fields. Based on the Athletics Master Plan, it was determined to be more efficient to combine the field hockey and tennis court projects due to their adjacencies. The football practice fields will be accomplished as a separate project.

Project programming has yet to occur and the project will be advertised at $6M, but early estimates have ranged from $6M to $9M. Once programming and design are complete a final conceptual budget will be established though the budget will not exceed $9M.

How does this project advance the Academic Plan? This project advances the Academic Plan by improving student athletic facilities and helping Athletics to meet the goal and objectives identified in their master plan. The field hockey facilities will also meet Title IX requirements.

Funding Status and Source: Project funding has been confirmed.

Logistics: The field hockey portion of the project must be complete by fall 2009; the tennis center portion must complete by spring 2010.

Energy and Sustainability: None

Risks: None

Deferred Maintenance: None

Deferred Renewal: None

Source of Funds:	Amount
Auxiliaries-Athletics	$6.0M to $9.0M
Total:	$6.0M to 9.0M

Schedule:	BoT Approved Amt.	Projected	Revised	Actual
PLANNING				
Arch/Engr Approved by BoT	$6.0M to $9.0M	04/04/2008		
DESIGN				
Schematic Design Approval		07/01/2008		
Design Dev Document Approval		07/01/2008		
Construction Document Approval		10/01/2008		
BIDDING				
Bidding Approved BoT	$6.0M to $9.0M	04/04/2008		
Bid Opening		01/05/2009		
CONSTRUCTION				
Construction Start		04/01/2009		
Completion (Field Hockey)		09/30/2009		
Completion (Tennis Center)		03/31/2010		

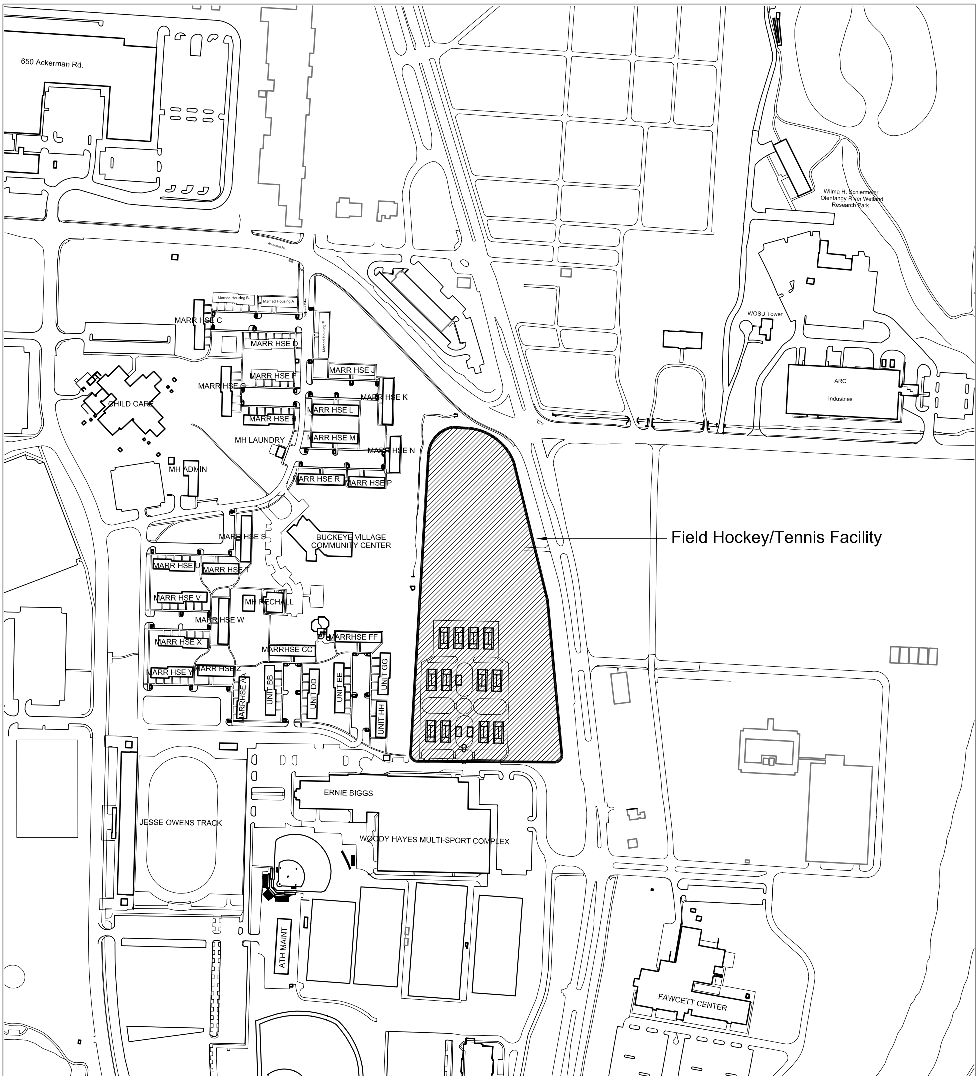
Project Team:

Project Manager: Gary Collier (collier.26@osu.edu)

Project Coordinator: Melissa Griffin (griffin.333@osu.edu)

MIDWEST CAMPUS

- Field Hockey / Tennis Facility



Office of Business and Finance / Board of Trustees Meeting	April 4, 2008

N

Infrastructure and Roadways EOC Phase I

315-2005-993-7

Requesting Agency(s): UNIVERSITY HOSPITALS

Location(s): See Project Information **ASF/**0 **GSF Age:**

Description/Scope:

This project will provide major utilties, civil and landscape design required to support the Medical Center Facilities Plan/Master Space Plan. The work will upgrade electric power, water, sanitary sewer, storm sewer, natural gas, information technology, steam and chilled water, and several south campus roadways including Cannon Drive.

This project is part of the Medical Center Facilities Plan approved on November 4, 2005 by the Board of Trustees as Medical Center Facility Master Plan - Clinical Expansion Projects. This project will be sited west of Rhodes Hall; east of the Olentangy River; north of Medical Center Drive and south of 12th Avenue.

At this time, the project is requesting approval to complete the design and prepare the project for construction in the amount of $3,000,000.

How does this project advance the Academic Plan? Enables the Medical Center Facilities Plan, which will support continued clinical, teaching and research missions at The Ohio State University.

Funding Status and Source: The construction expenditures must be coordinated with the available debt capacity.

Logistics: This project distributes utilities to all Medical Center Facilities Plan Phase I projects and is on a critical path schedule in order to align sequentially with other Master Plan projects. Delays in this project could cause delays in New Cancer Hospital, OSUMC Clinical Expansion and West of Cannon development. The total construction duration will be dependent on the completion of several other related projects of the Medical Center Facilities Plan.

Energy and Sustainability: None

Risks: The budget set forth is conceptual at this time. The project scope is currently being developed and aligned with University expectations. Once scope, budget and infrastructure needs are validated, an update will be provided to the Board of Trustees, and budgets may be adjusted at that time.

Deferred Maintenance:

Deferred Renewal: None

Source of Funds:	Amount
Auxiliaries-OSUMC Health Systems	$0.00
Univ. Bond Proceeds	$44,945,000.00
Total:	$44,945,000.00

Schedule:	BoT Approved Amt.	Projected	Revised	Actual
PLANNING				
Arch/Engr Approved by BoT	$3,000,000.00	04/04/2008		
DESIGN				
Construction Document Approval		02/28/2009		
CONSTRUCTION				
Construction Start		05/01/2009		
Completion		06/30/2014		

Project Team:

Project Manager: Tom Komlanc (komlanc.2@osu.edu)

Project Coordinator: Peter Crawford (crawford.502@osu.edu)

Ross Heart Hospital Electrophysiology Lab Expansion

OSU-080690

Requesting Agency(s): ACADEMIC AFFAIRS, OFFICE OF
Requesting Agency(s): ROSS HEART HOSPITAL
Location(s): Ross Heart Hospital, Richard M 106,654 **ASF**/0 **GSF** **Age:**

Description/Scope:

This project will construct a building addition of approximately 16,900 GSF consisting of three invasive electrophysiology labs, one cardiac cath lab, and recovery area with ten beds. The project will also include associated control rooms, supply storage, and support space. A connector between Rhodes Hall Tower and the addition will be constructed.

How does this project advance the Academic Plan? This project supports the mission of the Medical Center and the Academic Plan by improving patient care facilities and services.

Funding Status and Source: Funding is available and confirmed.

Logistics: None

Energy and Sustainability: None

Risks: Project work will be in and around fully operational medical/hospital complex.

Deferred Maintenance: None

Deferred Renewal: None

Source of Funds:	Amount
Auxiliaries-OSUMC Health Systems	$12,034,640.00
Total:	$12,034,640.00

Schedule:	BoT Approved Amt.	Projected	Revised	Actual
PLANNING				
Arch/Engr Approved by BoT	$12,034,640.00	04/04/2008		
DESIGN				
Schematic Design Approval		11/30/2008		
Design Dev Document Approval		03/15/2009		
Construction Document Approval		07/31/2009		
BIDDING				
Bid Opening		10/15/2009		
CONSTRUCTION				
Construction Start		12/21/2009		
Completion		07/09/2011		

Project Team:

Project Manager: Arden Freeman

Project Coordinator: Megan Balonier (Balonier.2@osu.edu)

MEDICAL CAMPUS - PROJECTS

- Ross Heart Hospital EP Lab Expansion Project
- Infrastructure and Roadways EOC Phase I
- EOC Clinical Expansion

Office of Business and Finance / Board of Trustees Meeting	April 4, 2008

N

PURCHASE OF REAL PROPERTY

Ohio National Guard Hangar Facility
Adjacent to Don Scott Field
2827 West Dublin-Granville Road
Columbus, Ohio

Location and Description

The University is presented with the opportunity to purchase the improved real estate consisting of a hangar facility located at 2827 West Dublin-Granville Road, Columbus Ohio. The University has entered into a contingent contract to purchase the property. The property is located on the south side of West Dublin-Granville Road, adjacent to the University Airport at Don Scott Field, and is surrounded by other property owned by the University. The hangar facility is currently leased on a month-to-month basis to MedFlight of Ohio, Inc. by the current property owner. Upon the University's purchase the hangar facility will be leased from the University to MedFlight of Ohio through a long-term lease which has been proposed separately.

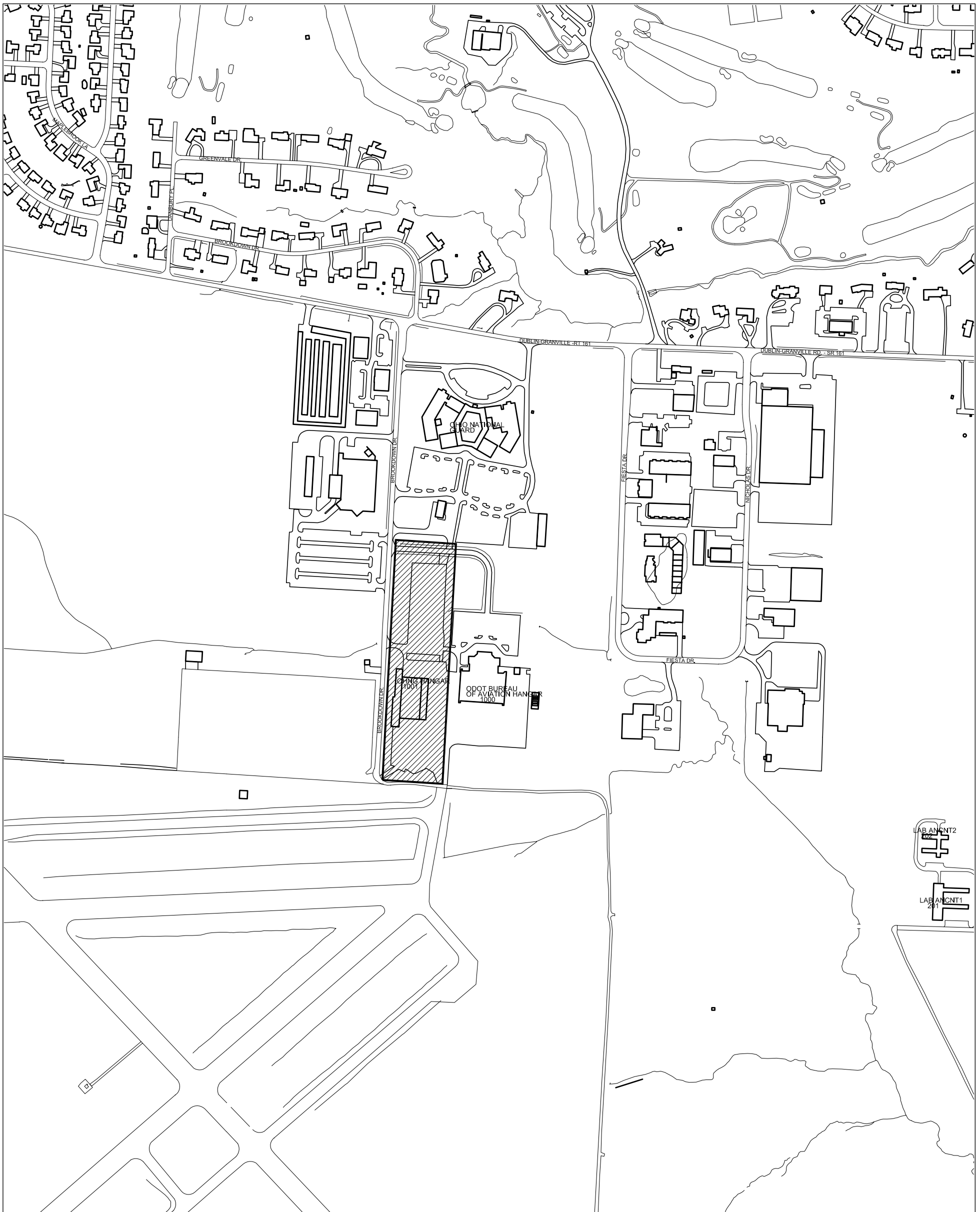
The property being purchased contains 8.017 acres, improved with a two-story aviation hangar containing 56,160 SF. The property has been appraised by two MAI appraisers, The Charles R. Porter Company and Arnold & Associates, with the appraisal reports indicating values of $2,875,000.00 and $3,035,000.00, respectively. The purchase price for the property is $2,875,000.00. The property is owned by Adjutant General of the state of Ohio, an entity of the state of Ohio.

Use of the Property

It is the intention of the University to acquire the property and enter into a lease of the hangar facility with MedFlight of Ohio and to control this adjacent property through the acquisition. The purchase of this property allows continuity in the ownership of properties abutting the airfield and ensures compliance with Federal regulations pertaining to those activities which access the public airport from private property.

OSU Airport Projects

- Acquisition of Ohio National Guard Hangar, 2827 W. Dublin-Granville Rd., Columbus, OH



Office of Business and Finance / Board of Trustees Meeting	April 4, 2008

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LONG-TERM LEASE

Aviation Hangar Facility
Adjacent to Don Scott Field
2827 West Dublin-Granville Road
Columbus, Ohio

Location and Description

The University Airport at Don Scott Field proposes to lease 8.017 acres, improved with a two story aviation hangar facility containing 56,160 SF to MedFlight of Ohio, Inc.

The property is located at 2827 West Dublin-Granville Road, Columbus Ohio. The University has entered into a contingent purchase contract to purchase the property from the current property owner - the Adjutant General of the state of Ohio. The property is located on the south side of West Dublin-Granville Road, adjacent to the University Airport at Don Scott Field, and is surrounded by other property owned by the University. The hangar facility is currently leased on a month-to-month basis from the owner of the property to MedFlight of Ohio, Inc. Upon purchase of the property by the University, the University will enter into this proposed new long-term lease with the tenant, MedFlight of Ohio.

All operating costs and any other expenses related to the proposed off-campus property will be paid by the University Airport and all lease payments, net of costs and/or expenses will be used to pay off the bond financing used to acquire the property.

Terms of Lease

The lease term shall be for 10 years, and either the landlord (OSU) or the tenant (Medflight) will have the right to terminate the lease at any time with a two-year notice of termination. The lease will also provide the tenant two five-year renewal options. [Note: in the event MedFlight of Ohio exercises its right to terminate the lease, the airport business plan provides for alternative sources of revenue to offset the remainder of the 20 year bond financing.]

During the term of Medflight’s lease, rent for the property will be $190,000.00 annually or $15,833.00 monthly, with rent increases based on CPI every 5 years.