

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

Columbus, Ohio, September 18 & 19, 2008

The Board of Trustees met on Thursday, September 18 and Friday, September 19, 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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September 18 & 19, 2008 meeting, Board of Trustees

The Chairman, Dr. Cloyd called the meeting of the Board of Trustees to order on Thursday, September 18, 2008, at 8:30 am. He requested the secretary to call the roll.

Present: G. Gil Cloyd, Chairman, Dimon R. McFerson, Jo Ann Davidson, Douglas G. Borrer, Leslie H. Wexner, Walden W. O'Dell, Alex Shumate, Brian K. Hicks, John C. Fisher, Robert H. Schottenstein, Alan W. Brass, Ronald A. Ratner, Algenon L. Marbley, Linda S. Kass, Debra J. Van Camp and Jason W. Marion.

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Dr. Cloyd:

Good morning, I would like to convene the meeting of the Board of Trustees.

Before we take the roll call vote to go into Executive Session I want to announce that the full Board will reconvene tomorrow morning at 8:30 am.

We will now recess into executive session to consider the sale and acquisition of property and to discuss matters required to be kept confidential by State Statute.

Upon motion of Dr. Cloyd, seconded by Judge Marbley, the Board of Trustees adopted the foregoing motion by unanimous roll call vote, cast by Trustees Cloyd, McFerson, Davidson, Borrer, Wexner, O'Dell, Shumate, Hicks, Fisher, Schottenstein, Brass, Ratner, Marbley and Kass.

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Present: G. Gil Cloyd, Chairman, Dimon R. McFerson, Douglas G. Borrer, Leslie H. Wexner, Walden W. O'Dell, Brian K. Hicks, John C. Fisher, Alan W. Brass, Ronald A. Ratner, Algenon L. Marbley and Jason W. Marion.

Dr. Cloyd reconvened the meeting on Friday, September 19, 2008, at 8:30am.

Dr. Cloyd:

Before we take the roll call vote to go into Executive Session, I want to announce that the Board will again reconvene this afternoon at 1:00 pm.

We will now recess into Executive Session for the purposes of considering personnel matters regarding compensation and to discuss matters to be kept confidential by State Statute.

Upon motion of Dr. Cloyd, seconded by Mr. McFerson, the Board of Trustees adopted the foregoing motion by unanimous roll call vote, cast by Trustees Cloyd, McFerson, Borrer, Wexner, O'Dell, Hicks, Fisher, Brass, Ratner, Marbley and Kass.

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September 18 & 19, 2008 meeting, Board of Trustees

Present: G. Gil Cloyd, Chairman, Dimon R. McFerson, Jo Ann Davidson, Douglas G. Borrer, Leslie H. Wexner, Walden W. O'Dell, Brian K. Hicks, John C. Fisher, Alan W. Brass, Ronald A. Ratner, Algenon L. Marbley, Linda S. Kass, Debra J. Van Camp, and Jason W. Marion.

Dr. Cloyd reconvened the meeting on Friday, September 19, 2008, at 1:00 pm

Dr. Cloyd:

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

At this point I would like to welcome Linda Kass, our new Trustee appointed by Governor Strickland on August 1, 2008. Linda is a strong advocate of education, the arts, and early childhood development. She currently serves as chair of the County Wide Champion of Children Initiative, board chair of the Bexley Education Foundation, a board trustee of Kids Ohio.org and a member of the Alumni Secondary School Committee of the University of Pennsylvania. We are really pleased to have you join the Board of Trustees, Linda, and extend you a very sincere welcome.

At this time I would also like to welcome Jonathan Hook, our new vice president and chief investment officer; Tom Katzenmeyer, senior vice president for University Communications; and Caroline Whitacre, vice president for Research. We are pleased to have you with us here today.

Next item in my report relates to our Statement of Expectations. In the memorandum I sent to all the Trustees on September 4, 2008, outlining our new committee structure and meeting times, I also sent you a copy of these Rules of Engagement that we adopted at our November meeting last year. I believe it is important that we return annually to this document to renew our commitment to it. We have made sure that our new Trustees have been given this document, as it forms the basis of our functioning as individual Board members and as a Board as a whole. It seems especially appropriate to do this at this meeting in which we have been pleased to welcome our Board Consultant, Professor Richard Chait from Harvard, back among us as we continue to seek ways to make ourselves the highest functioning Board possible. Professor Chait, thank you very much.

As I move into my second year as chairman, I want to begin by thanking Board members for all of their efforts this past year, and their commitment to continued diligence in the year ahead. We began discussing with Professor Chait yesterday a process for Board self-evaluation. Clearly any such process like this begins by measuring ourselves against our Statement of Expectations. I urge each of you to review the Statement periodically, as we all strive to attain the ideals that we espouse therein. I also want to highlight that the Statement calls for us to submit annually to the chair of the Board a written declaration of any potential or actual conflicts of

interest with respect to the discharge of one's responsibilities as a Trustee of the University. If you have no conflict, I would like you to make a positive affirmation of such in an e-mail to our secretary, David Frantz.

Moving to the next agenda item, for myself, first of all, and this relates to President Gee's compensation, I want to note that it's the unanimous opinion of this Board that we have the best university president in the United States. We all understand the unique and highly valued asset that we have in President Gee. Now we had anticipated setting compensation at this meeting, but have found we need additional time to address some legal technicalities and to further define the Academic Excellence Fund this Board established one year ago to assist in the retention and recruitment of the highest caliber academic and administrative leaders for The Ohio State University, and to provide supplemental funding for campus initiatives and programs. In light of the additional work that is required, there will not be any documents available about our process until all the work is complete, and at that point in time all relevant public records will be made available to people. We fully expect to make our decision at our November Board Meeting, and as we take this action, it will be our collective goal to recognize that we have in Gordon Gee, the best president in American higher education.

I have one more item I want to cover before I turn it over to the president. Since our last Board meeting, the Ohio State family lost a very special member, and I would like to make a statement that reflects the feelings of this Board of Trustees. Dr. Allan Moore, the son-in-law of President Gee, was a relatively new member of the Ohio State family, but touched all of us with the warmth that lasts a lifetime. Allan was one of those very special people, imbued with great intellect, leadership qualities and a passion to serve others, while at the same time, humble, deeply respectful of others, and able to bond quickly with everyone. He became a Buckeye first as an enthusiastic fan of the football team, and then of the entire University. Allan's time with our family was far too brief. We all struggle with the loss of such a very special young person. However we do benefit from our memories of Allan; these are truly a gift. We also take inspiration from a man who was so passionately dedicated to the service of others. Allan really remains a compass for all of us, helping us stay directed to the role we have to help make the lives of others better and achievement of their dreams possible. Our thoughts and prayers remain with Dr. Rebekah Gee for her speedy recovery. It has been wonderful to see her up and about again and fully engaged in her constant drive to help others. Rebekah always makes a positive difference and our world a better place.

President Gee, our steadfast friend and leader, you remain in our thoughts and prayers in your healing journey.

I want to now call for a moment of silence, so that we can all reflect on Allan and the Gee family in our own way.

Thank you.

PRESIDENT'S REPORT

President Gee:

Thank you, I must say I want to thank you, Mr. Chairman, and the members of the Board and the members of the University family for that wonderful tribute to Allan. He was a very special person and indeed was the son that I never had, and you know I just miss him tremendously, as you can imagine. Rebekah is doing well, I just wanted to say that, thanks to the healing power of the friends she has in this room and beyond, so I really do appreciate that, and thanks for those kind words, they were exactly the way I wrote them about my presidency, so I want you to know that. I really do appreciate that.

You know because I remind you every chance that I get, that I am a great optimist by nature, but after last Saturday's game, and Sunday's decimation of Central Ohio by hurricane Ike, even I have been wondering when the locusts will descend. If trouble comes in threes, my fingers are crossed that the third somehow involves Rich Rodriguez.

Truly the University's progress continues, and we have pulled together through difficult times. Many of our faculty and staff are still without power in their homes, that is particularly problematic when we are preparing for the arrival of 10,000 people in the residence halls alone. The University is making every accommodation possible for faculty and staff and even flexible work arrangements. The RPAC has been open to those needing showers, and colleagues are helping one another in a myriad of ways. Autumn, of course, is a time of renewal in the rhythm of University life, and we are starting to feel that just by the vibrancy of the place. New faculty, new students, and I am thrilled to report that our entering class is the strongest ever. New high marks have been hit for all the test scores and grade point averages. One especially telling measure of Ohio State's distinction is the huge number of international freshmen who have been attracted to this University this year. Some 240 students from 73 different countries will begin as freshmen next week. It is more than twice the number of international freshmen from just a year ago. Our Land Grant University to the world, as our provost calls us, is taking hold fast. We are fortunate to have attracted superb new faculty as well. I spent part of this week on the Rhodes Scholars Tour with dozens of them, and I will tell you they are very exceptional. In addition to our new faculty, we have other faculty news. Last week we learned that Ann Hamilton, in our Department of Art, received the Heinz Award in Arts and Humanities. Let me just say that is one of the most important awards given to an artist in this nation. Professor Hamilton's installations are world-renowned and this award is well-deserved. Recognition of her talents and broad reach make a real difference in the arts and humanities programs, in this University and beyond. Now while the award is of course very much hers alone, it also signals a great strength in the University's visual and performing arts, in fact, this fall is packed with great art offerings on campus and around the city. The new Warhol Exhibition opened last weekend at the Wexner Center. It is here through February. It is fabulous and it received wonderful reviews. Ohio State was selected as the only U.S. site for this show because we are the nation's most comprehensive research University and because of

our gifted faculty and students, along with the wonders of the Wexner Center itself.

Ohio State is getting its own 15 minutes of fame as well. Next week the Columbus Museum of Art unveils its show "Objects of Wonder from The Ohio State University." This is an eclectic collection of the University's treasures from Thomas Moran's paintings, to John Glenn's flight manual, and John Glenn keeps everything I want you to know, I have been in his basement. I am delighted that the museum is shining a spotlight on Ohio State.

I want to take a moment to mention my signing of the Amethyst Initiative. This by the way is a personal signature, not that of the University. I want to make that very clear. I have done so because I believe strongly in America's young people, regardless of one's position on this particular issue, all of us in higher education acknowledge the very real, very dangerous problem of alcohol abuse and binge drinking. I have joined with well over 130 other college and university presidents in calling for open and candid discussion of the problems and potential solutions. Higher education has always been a forum for open discourse, while this issue is an emotional one, it should not be exempted from debate.

Faculty research continues its exceptionally strong showing. The latest National Science Foundation rankings released in July places Ohio State second nationally in attracting industry sponsored research. We have moved up two places. We now rank ninth among all universities in total research funding. By the way, the two institutions we passed, I will just remind you again, the University of Pennsylvania and Stanford University, they are fading fast.

That brings me of course to acknowledging Dr. Caroline Whitacre who happily for us just accepted the position of vice president for Research. She has all the right stuff for the job, including the creativity, wisdom and determination to help grow our stellar research programs. I might just make a quick personal note, I have known Caroline now for 18 years. She was one of our great young faculty members, and still is a young faculty member, but this time she is taking on an extraordinarily important position, and no one is better equipped for that.

I have also made other key hires as I finalize my senior leadership team. I am delighted that Tom Katzenmeyer, Tom over here has joined us as senior vice president for University Communications. We hired him away from The Limited. Swiping talent from Board members shop might seem a bad career move on my part, but I believe Les has forgiven me, I hope so. We also announced this week the hiring of Representative Joyce Beatty, she will be a tremendous asset as we reinvigorate our already substantial work in Ohio's communities.

It is no secret that Ohio State is a wonderful place to grow careers. External validation of that came this summer when Ohio State was recognized by the *Chronicle of Higher Education* as one of this nation's great colleges to work for. That is a tremendous honor, but my sights are set even higher. This fall, deans and administrative leaders will begin to work with faculty and staff to enhance the University's culture. This means reinvigorating ourselves. It means giving past accomplishments their full due, but raising the bar even

higher. It means working collaboratively in new ways, reducing bureaucracies where ever we encounter them, and finding joy in the fact that we work at one of the nations most important institutions. Transforming from an elephant into a ballerina, as I called it the other day, will not be easy but the results will be well worth the effort.

We owe it to ourselves to be sure, but first and foremost we owe it to the state of Ohio. During my 4,100 mile state tour this summer, I reconnected with Ohioans and their needs. I saw first hand the work we are doing in all 88 counties; work with the schools, 4-H clubs, farmers and small business people, from fostering startup electronics companies in Dayton, to conducting all kinds of research with Honda in Marysville. Ohio State is an economic engine that never sputters and never quits. We are founded as an agent of opportunity and we are duly bound to meet needs head-on. So I am committed not to just fulfilling our mission, but to extending it. This, and I will say this to everyone on this Board and to all those who are listening to this, this is our moment of calling. This is our time of grace, this is Ohio State's noble purpose. So I thank you today, particularly for the opportunity to lead this great University at such an important time.

Mr. Chairman that is my report.

Dr. Cloyd:

Thank you President Gee. I would next like to have a session we enjoy very much; this University is about students and our Student Recognition Awards. Trustee Debra Van Camp will make these introductions.

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STUDENT RECOGNITION AWARDS

Ms. Van Camp:

Thank you Mr. Chairman. Today I have the privilege of introducing to everyone, and awarding on behalf of the Board, two exceptional students from two different colleges, with the student recognition award. These two students serve as two perfect examples of the tremendous impact that students across the University are having on our local community and across the world.

First I would like to introduce you to Brian Williams, who is here in the front row, along with Dr. Jacquelyn Monroe, director of Undergraduate Studies in the College of Social Work. Brian is a senior who grew up in Youngstown, Ohio. He began his academic career in the public school system but did not pursue college immediately after high school graduation. However, upon entering Ohio State, Brian found his destiny in the College of Social Work where he has demonstrated academic excellence and outstanding service to others. He currently serves as the president of Mwanafunzi, which is the OSU student chapter of the National Association of Black Social Workers. He is a member of the African Youth League at Ohio State and is among the prestigious group of students selected to participate in the Team Smith group on campus. Last year Brian attended the National Association of Black

Social Workers Conference in Los Angeles, where he was able to interact with other researchers from across the country and discuss his aspirations of becoming more involved with research at The Ohio State University. He has been active with the Bell Resource Center which addresses critical issues in society affecting African American men. Brian, today the Board recognizes your initiative, service and leadership both on and off campus, and would like to thank you for your dedication by presenting you with this Student Recognition Award.

Mr. Brian K. Williams:

Good afternoon ladies and gentlemen. This is my first award, and I am honored to receive it. I do the things that I do not to be honored or have recognition, I do them because I just love to. I love school, I love The Ohio State University. I was intimidated to come here at first because I heard that it was so big and people would not help you, but when I got here I found out that was untrue. I received help from so many different resources. Anything that I ever wanted to do, anything I set my mind to do, and I did not know how to go about doing it, I could find it here, and I did find it here, so I just want to thank you for this award, and I do really appreciate it. Thank you.

Ms. Van Camp:

Thank you Brian. The second student I would like to recognize today is Katherine Clonan-Roy who is here with her father Bob Roy. Kate is a senior in the College of Humanities nominated by Interim Dean John Roberts. She is a double major in Women Studies and Spanish with a minor in Neuroscience. She is a member of the Honors Collegium, and she was awarded one of the Richard and Karol Wells Scholarships from the College of Humanities last year. This spring she was one of ten students participating in a Women in Politics internship course, through which she worked with Representative Tracy Heard in the Ohio House. During summer break she has continued her education through study abroad programs in London, Spain, and most recently in Mexico, where she conducted field work on her honors thesis on indigenous women active in the Zapatista movement. She is a volunteer with Big Brothers and Big Sisters and a member of the service organization Club Hispanol, she volunteers at a bilingual medical clinic here in Columbus. Kate, you demonstrate a combination of academic excellence, intellectual curiosity, and service, both in the local community and abroad. Today the Board honors you for your dedication by presenting you with the Student Recognition Award.

Ms. Katherine Clonan-Roy:

First I just want to say thank you. I am so honored to receive this Ohio State Board of Trustees Student Recognition Award. As an undergraduate at Ohio State I have had the opportunity to do and to envision myself in so many different things. My freshman year when I arrived, I envisioned myself as a doctor one day. Starting out as a biology and Spanish major in the pre-health sciences track, my honors advisors quickly recommended that I volunteer at a bilingual free clinic here in Columbus. I still volunteer there today, and I am constantly exposed to vivid realities of things that I learn about in my classroom curriculums.

The next year I saw myself as an athlete, as I had a short career in the Ohio State Varsity Women's rowing team. My junior year when I changed my major to women's studies, I envisioned myself as a policy maker, as I took the class which allowed me to intern with State Representative Tracy Maxwell Heard. Through all these ideas of what I would become, I do not think I would have ever envisioned that one day I would be conducting field work research on indigenous women in a rebel army in the mountains of Chiapas, Mexico.

My academic concentration of women's studies, Spanish and neuroscience, my field work abroad and all of these experiences tell you about the breadth of opportunity and the commitment of the faculty and staff to their students at Ohio State. Being here has made it possible for me to create my own academic focus. To be a varsity athlete for a bit, and then to conduct research abroad for my senior honors thesis. My professors and advisors have introduced me to ideas that have allowed me to develop as a scholar and a humanitarian. Ohio State is so unique to be so large and yet to provide such a supportive and encouraging academic community.

I want to say thank you to my parents who have always inspired my academic ambition, to my thesis advisor, Dr. Ana Del Sarto and Dr. Jill Bystydzienski. My academic advisors and honors collegiums advisors, who have all broadened my ideas of the world, and what my future can hold, and to the Ohio State community and Board of Trustees for providing me with such vast opportunities which define my academic experiences.

Dr. Cloyd:

Thank you so much Kate. I would now like to move to Committee Reports, and we will first hear the report from the Audit and Compliance Committee, Mr. Fisher.

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COMMITTEE REPORTS

Mr. Fisher:

Thank you Mr. Chairman. Our Audit and Compliance Committee addressed two areas. I would remind the Board that in the last two years we had a consultant arrangement with PriceWaterhouseCoopers (PWC), particularly looking at internal controls, and first of all I want to reiterate that there are a lot of complimentary remarks and reports from PWC, and we are building off of that. We did have some things that they encouraged us to look at, and we are certainly doing that. This is a true partnership between the Audit and Compliance Committee and management in terms of going forward in the future. It is certainly our sense here that the best audits are preceded by effective internal controls, and that is what we are trying to do. Mr. Shkurti reported on the work of a committee chaired by Leslie Flesch, and they are looking at internal controls in four major areas, policies, personnel, processes and accountability. I will highlight one area that we think is very critical and Bill has been working on, and that is the reporting of CFO's to senior fiscal officers on a more frequent basis with dotted

line authority. Truly in this area, we think that the way to go is to prevent fraud and abuse, not correct it.

Our second area was a visit from Kathy Starkoff, who is relatively new to the University, with about three months on the job as our chief information officer. We are looking at the whole area of data protection, and I can tell you from a personal issue in my own company that when you lose someone's social security number they have a lot of perception about your character and ability, so it is very important that we work collectively as one University to protect data. Kathy, through her work is moving forward and we are taking a general approach for a decentralized group of data. We are about 99% there in early-on encryption of a lot of laptops and computers. We have a little ways to go there, and over time we will have additional programming and training University wide to emphasize the sensitivity and need for protection of data for everyone.

That concludes my report.

Mr. Chairman:

Thank you Mr. Fisher, are there questions or comments?

I just have one question. To keep in following the policy, what are the thoughts of the University as we put the good protection programs in place, to make sure that they get followed in a large complex institution that is always a difficult project?

Mr. Fisher:

Maybe Bill can answer, it was my impression that this is primarily done through job descriptions and performance evaluations in the long-term, but right now this is a concerted effort to identify with everyone the importance of data security. With Kathy's leadership, they are doing that. Bill may have more detail on how he intends to enforce it.

Mr. Shkurti:

Actually on the instructional technology and cyber security, Kathy would be the enforcing officer. In any type of policy University wide the first important thing is a clear set of expectations sent down from the center to the units, and Kathy has done that. She has set some standards, and the next step is to make sure people understand that and are complying which is going through now, and then monitoring from the center so that people who are not in compliance can be given corrective action, and I think she reported 99 percent compliance on most of the key cyber security issues at this point.

Dr. Cloyd:

I think that is great progress Bill, but coming back to what Mr. Fisher said, this is just so important and in a University like this I think that unfortunately the nature of information that is available in computer systems really need to get to the 100 percent level. While 99 percent in most areas is pretty darn good, in this area the one percent can cause all kinds of problems, and I recognize we are in a transition state, but I would just give a voice of encouragement to

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keep after this one and we really cannot be satisfied until we have the 100 percent.

Mr. Shkurti:

Mr. Chairman that is appropriate and in fact that issue came up in the committee and Kathy mentioned that she was in the process of closing the loop on the outliers if you will, and probably within a month expected to have that done.

Dr. Cloyd:

Great. Any other questions or comments for Mr. Fisher?

We will next have a report on the Committee on Trusteeship from Mr. McFerson.

Mr. McFerson:

Thank you Mr. Chairman, and thank you for beginning this meeting by refreshing our memories with regard to the Statement of Expectations. We need to continually keep this in mind as Board members, my colleagues know that, I have brought it up from time to time. It clearly is the document as to how we operate. The Committee on Trusteeship was not in place two years ago, and it was organized when we expanded our numbers from nine to fifteen and needed to take a look at how we are structured, how we operated, and we had a long list of agenda items at that time and we are continuing to address some of those. We appreciated having Dr. Chait with us, I think he is still in the audience somewhere. He has helped us in the early stages, and he is back, once again to evaluate how we perform, and he never will give us an A+. We always have room to improve, and he has helped us understand where those areas are.

I would also share with the Board that one of the responsibilities that this Committee has according to the bylaws of the Board is the Chair selection process. As Dr. Cloyd indicated he is in his second year, we recognized that it is the responsibility of this Committee, and we are beginning to talk about that.

We also had some conversation about the Board attendance requirements with regard to state law, and then we moved into talking about evaluation of the Board. It was on an early list of things we wanted to do, and we will continue to make progress in that area too. It is important that a Board have the courage to evaluate its performance as to whether or not we are doing the kinds of things we said we want to do and should be doing to help the administration and to be good stewards.

Finally, as a Committee, we are asking for some dialogue here, Mr. Chairman, on the question of National Trustees, maybe there is a better name, not Ohio Trustees, but we have talked about this, and we thought it was time now to bring this forward for some conversation as well with the full Board, and then we can take it back into the Committee for a recommendation. So the early suggestions here would be to establish the position, and I am going to use the term National Trustee, I recognize that you may not like that name, who would be non-Ohio residence and would be chosen

on the basis of their ability to contribute to the University. Coming from anywhere outside of Ohio, recognizing that this Board always has the need for additional skill sets in areas where we may need them. These would be individuals of state or national prominence where they are located. We have if not the largest, the second largest alumni group in the country, so we have a large number of people to consider. We would suggest initially, perhaps three of these, such individuals, appointed by the Board, each serving a three-year term, perhaps eligible for appointment to a second term. They of course would be governed by the same rules and laws that govern this Board. They would be non-voting Trustees, only Ohio residences can be voting Trustees, but they would be assigned to committees and would be voting members of those committees, and would sit in with us throughout our meetings. They would be expected to have the same attendance requirements, and in many respects, act and perform like we are all expected to act and perform.

So with that, Mr. Chairman, I would ask for any comments that my colleagues might have that we would be able to glean insight from, and then we will take it back into our committee for further discussion.

Mr. O'Dell:

Mr. Chairman and Dimon, I think it would be an excellent idea and there are always areas where we need some assistance and we have some really fabulous people who are outside of this state who, bringing in their expertise could really help us in various ways. I strongly support your recommendation.

Mr. Marion:

I also think one thing we can consider, regarding our global context at the University as well, is expanding this beyond national to even being potentially international trustees as well. Coming up with an appropriate name for the Trustees would be the dilemma. Charter Trustee, is something I have heard, speaking with Dick Chait about, but I do think an appropriate name would be good, but we do not want to limit ourselves just to this country.

Mr. Hicks:

Mr. Chairman, it may be worth pointing out that both Ohio University and Miami do have these kind of national trustees, and that they have worked very, very successfully, and have been a value added contributing members to those boards too, so this is not a completely novel concept, but I support it very much. We have been kicking it around for a couple of years, I think it is a very good idea.

Mr. Brass:

I also would echo my support for it as well. Question and a statement.

Question would be, the Statement of Expectations, I would assume they would be also abiding as well with?

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Mr. McFerson:

Absolutely.

Mr. Brass:

The statement I would make would be that I think we bring a lot of expertise around this room, but there are areas that we may in fact have avoided, so we should be very cognizant of the fact that we could bring bench strength to the Board, possibly in areas of expertise that we in fact could augment our current membership with, so I think that would be something we should look long and hard for.

Dr. Cloyd:

Any other comments?

Mr. Wexner:

I am very supportive. I think the notion of national and international Trustees and having more skills and diverse opinions on subject matter, whether it is national or global, I think it would make us much better.

Judge Marbley:

Mr. McFerson, you know that I support this concept. We have had this discussion before. One question that I have though, would these national Trustees be limited to outside of Ohio, because there may come a point when we have Trustees or people we want to bring on who have particular expertise in unique and discrete areas, who may be in the state of Ohio, but maybe not on our Board, so could we consider Ohioans National Trustees?

Mr. McFerson:

Judge Marbley, I believe we can consider anybody we want. We do have in place now the possibility for each committee chair with the exception of the Committee on Trusteeship, which is how we govern ourselves, for each Committee to appoint up to two non-trustees on their Committee and be voting members of those Committees, and that is also a good place for additional Ohio people to come and lend their expertise and help us.

Mr. Ratner:

I am totally supportive of the concept. I might suggest that we should consider whether we want to limit it to Ohio State Alumni. As one non on the Board, those of us in my camp can make a lot of contributions to the University, but if we are going to be casting our net wide, I think we should cast it very wide, and at least in the rule making, and then decide as we get into this and begin to understand it the pool that we want to select from. The attempt here should be to cast a very wide net and get the very best people who are also willing to be very committed to the University and to move the University forward.

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Dr. Cloyd:

Any other input for Mr. McFerson?

Mr. McFerson:

Hearing none we will take these comments under advisement and talk about it at our next meeting. It might be a meeting or two before we come back with a proposal, but thank you for your feedback, and feel free to call or offer any other comments to me any way you can get me, that you think might help. We will work on the name. Sometimes names are the hardest things to tackle.

Dr. Cloyd:

Thank you Mr. McFerson. We will next hear the report from the Medical Affairs Committee.

Mr. Brass:

Thank you Mr. Chairman. Good afternoon everyone. We had a very good meeting, and covered an awful lot of ground, and I will try to summarize it quickly for the Board. Dr. Steve Gabbe and Dr. Chip Souba, along with other executive members of our team started off the meeting with some really good news, and I thought it would be worthwhile sharing. Our class of 2012, which just entered the Medical School, is absolutely an outstanding class, not good, not very good, but absolutely outstanding. There are 210 students, they are 50/50, male/female, 45 percent are from out of state, and 55 percent from in-state, 92 from different colleges are representative with this incoming class, 82 different majors, the average grade point average coming in at 3.78 on a 4.0 scale, just a great class coming into our Medical School this year.

I want you to be aware that we have 18 clinical departments and six basic science departments in our medical system, and we are currently looking for two chairs in our basic science department, one in pharmacology and one in the neurosciences, and four clinical chairs, one in radiology, one in the center of transplantation, one in radiation medicine and one in anesthesiology. In the past year we have focused so much on the master plan, we are now starting to move our attention to some of the inner workings of the Medical School as well.

We approved five items in the Medical Affairs Committee this past time, two of which were endorsed and also passed on to the Finance Committee for approval and endorsement as well, but I wanted to make sure all four are understood. First thing we approved at this meeting was a brand new scorecard called Project One. It really is a benchmarking scorecard that we will be using throughout the construction project to manage all of the basic parameters that we put in place as part of the forecast to make sure we stay on target as it relates to such a large project. They are based on four different criterion basis, one is financial performance, one is the growth of the business itself, one is productivity and efficiency and the last one is usage of contingency plans and monies. In a project of this size you have to monitor all four. We did endorse that as a brand new scorecard that will in fact be used to monitor the system.

John Stone, our finance individual in charge of the finances for the medical system, basically gave us a very good report for the first two months; not only against our benchmarks we are using for the project, but against last years benchmarks and against the budget. Everything is looking good, I can go into details, but the bottom line is we had a very strong first two months. Our EBIDA, our days cash on hand and our debt service coverage, one red flag came up on days cash on hand, and that is one of the critical things we are looking at each day's cash on hand represents \$3.5 and \$4 million to our medical system. We watch days cash on hand very closely, the only reason it was red flagged was we had three payroll systems this time, and the reason I am highlighting it is to show you the magnitude. One payroll system drives \$15 million. It is something we have to watch, and watch very carefully. All of our numbers are looking better than last year, which is a very important statement.

Next, we spent some time on the selection of a construction manager for the new project. After going through a complete RFP and looking and interviewing, we have arrived on Turner, and specifically a gentleman by the name of Randy Kaiser, who will be joining us to be our construction manager for this project. We did approve that and it will be moving forward.

In addition to that our internal project manager was also selected. His name is Fred DeWeese. Fred has extensive experience on large projects throughout the country. He is coming here, will be on the board, and will be working internally with Jay Kasey, Steve Gabbe and Chip Souba and others as it relates to our project here, so we are proud of that.

We spent some time taking a look and talking through our ambulatory care sites. As you know we are beginning to diversify as it relates to moving off campus as well. We have four of those that are in the cue, one of which we brought forward to the Fiscal Affairs Committee for approval; we have approved it and it is on the agenda for today's approval, and that is Gowdy Fields. Gowdy Fields site will basically relocate ENT, plastic surgery, ophthalmology and the center for women's care. It basically will free up space on the main campus. It will move us in a very close location. The site is about 137,000 square feet, has six operating rooms and is scheduled to go operationally upon approval next year.

We talked about the central chiller plant, as part of a project that is the size of what we are about to undertake. There is a need for a chiller plant. We basically are going to be buying services through the University chiller system verses doing it ourselves inside the hospital structure, and that also was approved by the Medical Affairs Committee, and it has moved over to the Fiscal Affairs Committee. It was approved by the Fiscal Affairs Committee, and is on our consent agenda today.

The last thing that we spent some time on and we will be spending more time on is biomedical research as it relates to the medical and health system. We have a research tower that was built a couple of years ago. It has three shelled in floors and the rest of it is fully consumed. We basically have about 75,000 square feet of space. We are now beginning to take a hard look at the funding of the three additional floors. I am happy to tell you that the metrics that were put in place for the first phase of the BRT are being met as far as the

overhead coming in to support that and pay for that. So we now are going through feasibility and sensitivity analysis as it relates to making sure if we finish up the three last floors, which we do need, whether or not we can in fact make sure that the funding mechanism works. On a macro-scale, just so we have this in the right perspective, we are short about 300,000 to 400,000 thousand square feet of research space for a medical system of our size. One of our fortes, and one of the reasons we have been able to attract and retain the kind of faculty and staff that we have, has been our strong bench research. This is something we are taking very seriously and you will be hearing more about that as well.

The five items that were approved, Mr. Chairman, this was our scorecard, which I think will be a valuable tool, our construction manager, our construction company, our chiller plant, and a long-term lease for the Gowdy Field Ambulatory Care site. That completes my report Mr. Chairman.

Dr. Cloyd:

Thank you, Mr. Brass. A question I have, the laboratory space, the research laboratory space, is the projection of need based upon size and what we expect to have coming in in research funding, or are we actually missing opportunities right now on research funding because we do not have space?

Mr. Brass:

I will call on our two doctor friends over here. I think it is a combination of both. Steve and Chip do you want to add to that please?

Dr. Souba:

Dr. Cloyd, the number that Mr. Brass cited of being about 300,000 to 400,000 thousand square feet shy is compared to our aspirational peers. Right now we have about 500,000 total assignable square feet in the Medical Center for research and our aspirational peers are all up around 900,000 to 1,000,000, so we are shy on that front.

The flip side of that coin as Mr. Brass intimated is that creating new space becomes an extremely powerful magnet that is able to attract top researchers and usually top researchers who are established and well funded and are able to move their entire teams. In fact, my colleague to my right, Dr. Steven Gabbe, was very successful in pulling that off at his previous institution.

Dr. Cloyd:

Thank you.

Mr. Brass:

One other thought. This is a very difficult era to get grant funding. Only one out of twelve grants that are submitted are now funded through Washington, and in order to get the kind of dollars we want and need to bring in the senior members, that really are funded, this becomes one of those critical issues that you have to deal with.

Mr. McFerson:

Mr. Brass, you might remind this Board more emphatically as to how we are paying for this building from those research grants and those indirect costs.

Mr. Brass:

The metrics on overhead, the way a research grant comes in, it has a very large component called indirect costs, and those indirect costs are real dollars that actually flow into an organization to pay for not only the staff, but it is one of the few mechanisms in that it pays for the electricity and water as well, and if you are able to be very successful with your research based on the protocols that are established, they will flow the indirect dollars as part thereof. If you are unsuccessful those indirect dollars will shut down as fast as you started up. We have been very successful with this new building as it relates to that metric. We have met those criteria, we are being reimbursed, and the indirect costs are paying for the space online, so we are optimistic that if we get the right recruits to fill that space, that metric will continue. We are not ready to propose it yet because we need to make sure that the sensitivity analysis is done, but we are feeling pretty good at this point.

Mr. Wexner:

How big is the Biomedical Research Tower, the new building?

Mr. Brass:

Chip, do you want to give an exact square footage please.

Dr. Souba:

Mr. Wexner it is ten stories and each floor is 40,000 square feet, but about 25,000 of that 40,000 is what we call assignable usable square footage, the rest is hallways and the like.

Mr. Brass:

Three shelled floors, and that is where we came up with 75,000 of usable square footage. About 24,500 per floor.

Mr. Wexner:

You said you are going to potentially add 500,000 feet, I was just trying to think of how many more buildings. I was coveting that into new buildings.

Mr. Brass:

I have not gone there, staff has. Right now we are looking at three floors, 75,000 square feet of usable square footage to add to the system.

President Gee:

I think the point that Steve and Chip are making is a very powerful one, and Caroline would certainly join with us in that regard. It is a

war for talent, and we have done very well in that war, noting as I did earlier that we have moved into the 9th position. Let me just remind everyone that there are 3,600 colleges and universities in America, we are ranked number nine in terms of our research productivity, which is extraordinary. There are 3,590 university presidents who have great envy of me, but in this very competitive world when both the National Institutes of Health (NIH) budget and the National Science Foundation (NSF) are flat, and flattening quickly, the competition is very keen, and so therefore it is very critical that we continue to work very hard to keep our faculty here in place and those facilities are very essential for that. The second thing of course is the fact that we have to go out in a very competitive world and find new faculty, but senior faculty are very important. We also need to understand that we need to continue to grow our own and hiring at the junior level allows us to continue to create an environment in which people come and join us, so we have to be able to also invest in them. Steve did a wonderful job at Vanderbilt of investing in younger faculty who grew in a very short period of time into productive members of our academic community. So it is a very nuance investment strategy we have to have, and one that I think we are working very hard to develop because it cannot be just one size fits all. We are working very diligently to make certain that we have a very discrete set of strategies to make that work.

Mr. Brass:

President Gee, I would absolutely echo that, and you know we have talked at the Board level that we are only as good as our people, and you really have to have the right people to drive it the right way, and I think we have that. One of the other good news items that we heard was that we use a company by the name of Press Ganey that does our satisfaction indexes based on how our patients/customers feel about us. Every one of our satisfaction indexes for all our entities have gone up. This is a score that basically is hard to increase because everybody is in, but our Ross Heart Hospital has received a score of 99%. I have never seen any institution that high, so kudos to all of our units, but especially to our Ross Heart Hospital. It has gained one of the highest scores I have ever seen, and that speaks of the kind of people we have, the quality of people we have, the attitude we have and how motivated we are. To the staff, nice job.

Dr. Cloyd:

Are there questions or comments?

Thank you for that report. We will next have a report from the Development and Investment Committee, Mr. Wexner.

Mr. Wexner:

Anything in Development Peter?

Mr. Weiler:

The summer has been spent primarily on resetting all of our unit goals. We have 24 fundraising units at Ohio State and our summer was spent on resetting all of those goals coming up for this fiscal year. The bounds of the summer was spent on beginning to work

with all of the deans in setting all of their individual campaign goals and getting our arms around the \$2.5 billion and how that might be allocated in terms of some of their needs. Busy with the staff as well in putting everybody in position, but primarily just a campaign plan, and so I think we are well on our way.

Mr. Wexner:

Jonathan Hook is new to us, getting organized and his feet on the ground.

Mr. Hook:

Yes, after being here seven weeks we have been focused on getting staff in place, creating the team as we are pulling it out of the treasurer's office, and then also getting the policies and procedures worked through so that those are set before we actually separate out and all the activities will be documentable and taken care of in the right way. Now with this market we are starting in on the portfolio and that will keep us busy for some time.

Dr. Cloyd:

The thought comes to mind, Jonathan, following Mr. Brass's report, we may want to locate your unit in the Ross Heart Hospital. Anything else to add Mr. Wexner?

We will next have a report on Academic Affairs and Student Life.

Mr. Borrer:

Thank you Dr. Cloyd. We had a relatively light agenda. However, it was very interesting. We had a presentation from Associate Vice President Larry Lewellen, he was discussing the strategies for attracting and retaining top faculty. We learned that by 2012, almost 40 percent of our tenured and tenure track faculty will be eligible to retire. This is a really staggering number when you look at the number of tenure track, tenure professors we have. Right now our annual turnover is about 7 percent and we are expecting that to go in excess of 10 percent by 2012, due to retirements and recruitment by other institutions. There are people who are after our people, and we are going to try and keep them.

Last year the Talent Acquisition, Retention and Engagement Strategy Committee was created and it was charged with evaluating the current and emerging trends and issues among the University's faculty and staff. In its examinations the committee focused on three major areas; leadership, talent planning and the reward system. They came up with three recommendations. First, that we should position our department chairs as foundational leaders of their departments and shift away from the current idea of managing the department to leading the department to where it is headed. Secondly, we need to formalize a talent planning system to retain our faculty. We do not have specific programs in place for that at this time. We also need to attract the next generation of scholars and teachers and work hard to re-attract those professors that are re-entering the professorate. There are people who leave to go to other institutions, go into the private sector, and are now coming back, and that provides a very fertile ground for us to get very good

professors. We also need to create a faculty rewards system that promotes collaboration as we have talked about in the last few days, that rewards varied faculty contributions.

We have asked Mr. Lewellen to come back to our Committee within the next couple of meetings to determine the actual rules and objectives that this Committee wants to set out, and how the metrics that they will be setting up to determine how we will measure those results. We think this is critically important for the University and we are looking forward to seeing Larry come back in to set those goals and objectives.

We then concluded the meeting with Provost Alutto's presentation of our routine personnel actions. That concludes my report.

Dr. Cloyd:

Thank you Mr. Borrer, any questions or comments?

Dr. Gee:

Mr. Chairman, I just want to point out again, and this comes from our retreat the other day. When we boil everything down, I think there is nothing more important than what we are talking about – talent and culture change, but the talent issues are enormously important. One of the things, and Larry is doing a wonderful job and working very hard to really get a handle on this, is recruitment and re-recruitment. This is a place where people come and they view themselves as long-term committed citizens because the institution has made it possible from junior to senior and creating that kind of environment which is one of the things that the provost and I are looking at right now. We can point to our success stories, and we have a lot of success stories of new people we have hired, and retention strategies and a variety of other things. One of the things that we really need to do is ask the other side of the question. Why do people choose a) to leave, or b) why do they not join us in the first instance. We are really pulsing that system right now and trying to get a lot more information so that we can then recalibrate our strategies. You can celebrate your successes, I want to know about our failures right now. I want to know why we have failed, and what we need to do to correct that. We need to give substantial energy and effort to that human resource calibration because I believe in today's environment that the answer to those questions will differentiate us from other institutions.

Dr. Cloyd:

Well said.

Mr. Wexner:

It just occurred to me because it was mentioned, I think it was yesterday or the day before, but you should know that Columbus Partnership is focusing on the same issues whether it is Battelle, Nationwide or ourselves, and 25 other businesses. From a community point of view to focus on retaining students in Ohio and central Ohio because there is such a large student population, and how to make a community a better place because we are worried about being brain drained at a student level but also at a more

senior level. It is just a paid advertisement for the members of the Board. There is a collaboration here to make the community better, not as individual institutions but the community is more appealing, and we think of global world mobility. This is a good big issue for us in the broadest way.

President Gee:

You know as we talk about the knowledge of city we can characterize that in a number of ways, including creating an environment in which you are referring to the collegiums project which is focusing on students who come to this institution and others saying stay here with us. We have 430,000 living alumni around the world, we love to have them around the world, but we also want to have them have a commitment here. The second thing, which I think is very powerful is this notion of creating an environment in which we are all sharing resources. Let me give you an example, I think one of the great advantages that Ohio State has is in dual career couple area, ie. we can go out and hire people, and there are a number of our faculty given the nature of who they are, that they are dual career people. Well sometimes they are academic and sometimes they are not, but they are dual career and so through the partnership we can develop this effort so that we are immediately sharing. For example, between ourselves and Battelle, there are so many opportunities, we were just talking today in the Board about one of those as an example, so our city is large enough to have a lot of opportunities, but our city is small enough to be able to make those connections that can be a powerful engine for use in terms of the recruitment and retention of talent over time.

Dr. Cloyd:

This is such an important point and I am really glad we are giving it this attention. This with Dr. Reschard who talked to most of us Wednesday and was outlining cataclysmic types of events that we are going to face in our global future absent change when you get into things like global warming, food and water availability, and things like that, but for a University who is just absolutely dependent upon the quality of the faculty for what the institution is able to deliver, we really are facing a troubling trend here. I came from a technical world so I cannot speak from a big part of the world here but I know that the boomer population, I am not surprised by the retirement figures that you have provided, Mr. Borrer, that was very similar to what we have looked at within our Proctor & Gamble technical organization, couple that to the fact that we have a situation today where we need to get more young people interested in technical careers. We have over half of the doctorates given in chemistry and engineering areas everywhere in the United States to foreign students, and with the changes in visa laws and also nicely emerging opportunities in the countries they come from, many of them prefer or have to go back to their home country of origin. We are having difficulty on a generation of the talent front and we are going to have a tipping point in retirement age and this retention concept is so important. I had not heard about this before Mr. Wexner, but I think you are absolutely right. What we can do in the greater community around this University to make it an attractive place is very important because this will really be a market share game of intellectual capital that we need to win, so a very important topic.

Mr. McFerson:

Can I just add a point to that, because I think you are right on and Ohio State has a role to play in this, and collaboration with other major universities across the country can put pressure and influence on Washington to change some of these rules and laws and immigration so that we can keep and retain some of these great students that come here and to learn and be educated. We need to keep them in America because as we heard Wednesday, we need 3 million more people a year, well there is a whole bunch that we are letting go back home.

Dr. Cloyd:

Any other comments? We will then go to the Fiscal Affairs Committee Report, Ms. Davidson.

Ms. Davidson:

Thank you Mr. Chairman. We had several reports that were given to the Fiscal Affairs Committee, one of them was a six year review of our capital projects and actually had some good discussion on how we now have a process in place to do a physical alignment of those projects between all of the various departments on campus so that whether it is coming out of athletics or academics or the medical center, there is now a group of people who look at how you align those, so for instance, you do not dig up the same street three different times when you can align these projects so they work along with each other. This alignment now has taken place through 2012 for projects we are looking at, and now they will work toward completing that alignment up through 2016. There are 115 projects over this period of time to 2012 that actually will be going on that are over \$1 million. It is 80 percent of the money, but probably not 20 percent of the project, so you can understand all of the other small projects that are going on out there that can collide with each other.

There was an update on phase one of the student housing plan, which is a \$250 million plan and the time in which to carry that forth has been reduced to a four year time period with a completion of that, if we keep on schedule we will have 90 percent of our students in doubles and singles, we will have 88 percent with private bath facilities, and we will have 80 percent in air conditioned facilities which would be a major change. They would then switch to look at phase two which would be adding additional student housing.

There was a report on the Medical Center expansion. Three projects have been completed in that expansion to date for a total of \$86 million, the north Doan Hall, the relocation of the MRI, and Ross Hospital addition which we are all very familiar with. It is a little too early to say all three of those are on time and on budget, but it certainly looks like when we get the final report on that, that will be the case. The total infrastructure that we are looking at, and these are just infrastructure projects in general, infrastructure at the University over this period of time will total at about \$440 million which includes the chiller that we are looking at and authorizing today. So that gives you a little bit of the concept of the amount of projects that are going on here on the campus.

There was one report on some interim approval that was given to an easement. As you know, easements, when they are initially given are to come to the Board for approval, but there is a process in an emergency situation that you can grant an easement. We had that emergency situation in July involving two of our construction projects which forced the relocation of a gas line, so we granted an easement to Columbia Gas so those projects were not held up.

There was a quarterly report, which is in your books, on the waivers of competitive bidding. Those waivers are given for any project above \$250,000. If they need a sole source or in an emergency situation or for significant economic reasons, there were 63 grants given to go outside of competitive bidding which totaled about \$63 million.

There were also the actions that we want to bring before the Board today for approval. First action is the absolutely last step in completing our approval for the fiscal year 2009 current funds budget. Most of you should have received this book, I would suggest that this is simply a book that you need to have with you all the time, and any question that you have about the finances of Ohio State University are answered in this book. I want to recognize Bill Shkurti's staff for the great work they did in putting this together for us. Just a couple of things to mention about completing our action on this, as you know the governor announced fairly recently some additional budget cuts, but protected the instructional subsidy line item for higher education, which obviously was an agreement with the universities. We are very pleased that the action was taken. We do have some line item appropriations that are outside of the instructional grant that will receive the same reduction that other state agencies will receive, but we are very pleased with where we are with instructional subsidy and feel comfortable in going ahead with the fiscal 2009 budget, even though everyone knows the economic conditions we are operating under and we are just very hopeful that they improve because we still have a fairly long way to go in the fiscal year 2009 timeframe.

The second issue that we are recommending for approval is two easements; one to Ohio Bell Telephone Company on Kinnear Road in telecommunications wiring, and the second one to the village of Put-in-Bay operation and for their maintenance. An amendment coming with a request from the Athletics Department for a long-term lease change on property that is on Knightsbridge Boulevard which would give us an opportunity to develop that property for a golf training center, for offices for our coaches, and for a recruiting center. This would modify the lease to increase the lease payments by \$25,000 a month to accommodate those improvements because they will be advertised over the term of the lease in our design construction, management contract, which is something we do on an every meeting basis. I want to mention what is included in that because some of those are in an amended form from where they came to you initially. Let me first talk about those that were not amended. We are looking for a construction manager to be able to handle our bundle infrastructure projects so that we bundle them together. We have one construction manager that would be overseeing that for efficiency purposes. There was also a request to begin the design work for Kennedy Commons which is one our food services areas and also for the design of the chiller plant. In the recommendation on the chiller plant to move ahead with that

design, and it is with the understanding that there has been no location determined for that chiller plant yet, and that will come back to the Fiscal Affairs and the Medical Affairs Committees for their consideration.

We have, in one instance, where we are looking to move ahead with the construction contract for Lincoln Tower which would be the beginning of the renovation of Lincoln Tower to renovate the housing there, to reconvert certain floors back to student housing. We have amended that resolution to provide that we will go for construction bids and advertising for construction bids for the contract, but we will not move ahead with permitting to move to construction without it coming back to both the Medical Affairs Committee or at least to the Fiscal Affairs Committee. There was one other issue, and that was the lease/purchase authorization for the building which we have talked about, Gowdy Fields. Many of you may not relate to where Gowdy Fields is, but if you look at the Time Warner building when you are driving up and down 315, you can easily see where this building exists, and it is requested from the Medical Center that we enter into a lease/purchase authorization for an ambulatory care center that Mr. Brass explained in his discussion with us. We amended that to basically not only let it be a lease agreement, but also a purchase agreement to give them the flexibility to look at those two options and again to move ahead based upon what is best for the University under those circumstances. So while those will be included on the consent agenda, I wanted to mention that those two resolutions have been amended, and you have copies of those amended resolutions before you. I would be happy to answer any questions, Mr. Chairman.

Dr. Cloyd:

Thank you Ms. Davidson. Questions or comments?

Dr. Cloyd:

Sorry for the delay, I was just checking the revised resolution to make sure it reflected what you described Ms. Davidson.

Any other questions or comments?

Thank you very much. We are now ready to move to the Consent Agenda which is before the Board of Trustees, and I will call on President Gee to present it to the Board.

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CONSENT AGENDA

President Gee:

Thank you Mr. Chairman, we have 14 resolutions on the consent agenda and we are asking that separate votes be held for items number 13 and 14 due to conflict of interests, therefore we are seeking approval for the following:

THE OHIO STATE UNIVERSITY BOARD OF
TRUSTEES COMMITTEE APPOINTMENTS 2008-2009
Resolution No. 2009-21

BE IT RESOLVED, That the appointments to Committees for 2008-09 be approved as follows:

Academic Affairs and Student Life Committee:

John D. Ong, Chair
Douglas G. Borrer, Vice Chair
G. Gilbert Cloyd, ex officio
John C. Fisher
Linda S. Kass
Algenon L. Marbley
Jason W. Marion
Ronald A. Ratner
Alex Shumate

Fiscal Affairs Committee:

Jo Ann Davidson, Chair
Brian K. Hicks, Vice Chair
Alan W. Brass
G. Gilbert Cloyd, ex officio
Dimon R. McFerson
Walden W. O'Dell
Robert H. Schottenstein
Debra J. Van Camp
Leslie H. Wexner

Audit and Compliance Committee:

Robert H. Schottenstein, Chair
John C. Fisher, Vice Chair
G. Gilbert Cloyd, ex officio
Linda S. Kass
Walden W. O'Dell
Ronald A. Ratner
James Bachmann
James Gilmour

Medical Affairs Committee:

Alan W. Brass, Chair
Algenon L. Marbley, Vice Chair
G. Gilbert Cloyd, ex officio
Douglas G. Borrer
Jo Ann Davidson
Brian K. Hicks
Dimon R. McFerson

Development and Investment Committee:

Leslie H. Wexner, Chair
Walden W. O'Dell, Vice Chair
G. Gilbert Cloyd, ex officio
John C. Fisher
Linda S. Kass
Ronald A. Ratner
Robert H. Schottenstein
Debra J. Van Camp
John B. Gerlach, Jr.
David A. Rismiller

Committee on Trusteeship:

Dimon R. McFerson, Chair
Alex Shumate, Vice Chair
G. Gilbert Cloyd, ex officio
Jo Ann Davidson
Brian K. Hicks
Jason W. Marion
John D. Ong

Agricultural Affairs Committee:

John C. Fisher, Chair
Robert Boggs, Vice Chair,
ex officio
Douglas G. Borrer
G. Gilbert Cloyd, ex officio
Jason W. Marion
John D. Ong
Debra J. Van Camp

September 18 & 19, 2008 meeting, Board of Trustees

UNIVERSITY HOSPITALS BOARD REAPPOINTMENT

Resolution No. 2009-22

Synopsis: Approval of appointment to the University Hospitals Board, is proposed.

WHEREAS the Board of Trustees on November 30, 1979, approved the establishment of a University Hospitals Board; and

WHEREAS in accordance with the University Hospitals Bylaws, all members of the Board shall be appointed by The Ohio State University Board of Trustees in consultation with the president of the University, and may serve a three-year term:

NOW THEREFORE

BE IT RESOLVED, That the following individual be reappointed as follows:

University Hospitals Board Reappointment
George A. Skestos (3rd term) – effective October 1, 2008, through
September 30, 2011

AMENDMENTS TO THE *BYLAWS OF THE MEDICAL STAFF OF THE OHIO STATE UNIVERSITY HOSPITALS*

Resolution No. 2009-23

Synopsis: The amendments to the *Bylaws of the Medical Staff of The Ohio State University Hospitals* are recommended for approval.

WHEREAS The Ohio State University Hospitals Board pursuant to bylaw 3335-101-04 of the *Hospitals Board Bylaws* is authorized to recommend to the Board of Trustees the adoption of amendments to the *Bylaws of the Medical Staff of The Ohio State University Hospitals*; and

WHEREAS these amendments were approved by the University Hospitals Board on July 24, 2008:

NOW THEREFORE

BE IT RESOLVED, That the attached amendments are hereby adopted, effective immediately.

(See Appendix IX for background information, page 269.)

RECOGNITION OF SERVICE - THE HONORABLE DAVID HOBSON

Resolution No. 2009-24

WHEREAS in 1963 David Hobson received his Law degree from The Ohio State University; and

WHEREAS David Hobson was first elected to represent Ohio's 7th Congressional District in the U.S. House of Representatives in 1990; and

September 18 & 19, 2008 meeting, Board of Trustees

WHEREAS before becoming a member of the U.S. House of Representatives, David Hobson was a member of the Ohio Senate for eight years where he served as President Pro Tempore and was Chair of the Health and Human Services Committee; and

WHEREAS a member of the U.S. House Appropriations Committee, David Hobson has supported basic research and student financial aid programs of importance to The Ohio State University; and

WHEREAS over his seventeen years in Congress, David Hobson has been a strong advocate for university programs, especially energy research programs through his leadership position on the Energy and Water Appropriations Subcommittee; and

WHEREAS throughout his career in public service, David Hobson has been a staunch ally of The Ohio State Medical Center, Arthur G. James Cancer Hospital and Richard J. Solove Reseach Center pushing for key reforms to save lives and advance treatments; and

WHEREAS on October 14, 2007, Congressman Hobson announced that he would retire at the end of his current term in 2009:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees recognizes Congressman David Hobson for his many years of distinguished service representing the people of Ohio's 7th Congressional District.

RECOGNITION OF SERVICE - THE HONORABLE DEBORAH PRYCE

Resolution No. 2009-25

WHEREAS in 1973 Deborah Pryce received her Bachelor of Arts degree from The Ohio State University; and

WHEREAS Deborah Pryce was first elected to represent Ohio's 15th Congressional District in the U.S. House of Representatives in 1992; and

WHEREAS before becoming a member of the U.S. House of Representatives, Deborah Pryce held several public service positions in the City of Columbus and for eight years honorably served as Presiding Judge of the Franklin County Municipal Court; and

WHEREAS Deborah Pryce's district includes the main campus of The Ohio State University; and

WHEREAS throughout her career, Deborah Pryce introduced and supported legislative measures to revitalize the University District, expand access to clinical trials and always supported efforts to increase funding for student aid and basic research; and

WHEREAS over her fifteen years in Congress, Congresswoman Pryce has been a tireless advocate for the students, faculty and staff of the University; and

WHEREAS on August 16, 2007, Congresswoman Pryce announced that she would not seek reelection at the end of her current term in 2009:

September 18 & 19, 2008 meeting, Board of Trustees

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees recognizes Congresswoman Deborah Pryce for her many years of distinguished service representing The Ohio State University and the people of Ohio's 15th Congressional District.

RECOGNITION OF SERVICE - THE HONORABLE RALPH REGULA

Resolution No. 2009-26

WHEREAS Congressman Ralph Regula was first elected to represent Ohio's 16th Congressional District in the U.S House of Representatives in 1972; and

WHEREAS before becoming a Member of Congress, Ralph Regula was a teacher, principal, and member of the Ohio Board of Education and thus understands the challenges facing education; and

WHEREAS Ralph Regula is currently the Dean of the Ohio Delegation and is the second longest currently serving Republican member of the U.S. House of Representatives; and

WHEREAS Ralph Regula's district includes The Ohio State University Ohio Agricultural Research and Development Center (OARDC) and Agricultural Technical Institute (ATI) campus in Wooster, Ohio; and

WHEREAS one of the highest ranking members of the House Appropriations Committee, Ralph Regula has been a staunch supporter of federal funding for higher education, including student financial aid, and basic research which are vitally important to The Ohio State University; and

WHEREAS over his thirty-five years in Congress, Ralph Regula has been a strong advocate for OARDC and ATI programs, faculty, and students, and has fostered the partnership between the campus and the City of Wooster and Wayne County, Ohio; and

WHEREAS on October 12, 2007, Ralph Regula announced that he would retire at the end of his current term in 2009:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees recognizes Ralph Regula for his many years of distinguished service representing The Ohio State University and the people of Ohio's 16th Congressional District.

PERSONNEL ACTIONS

Resolution No. 2009-27

BE IT RESOLVED, That the personnel actions as recorded in the Personnel Budget Records of the University since the July 11, 2008 meeting of the Board, including the following Appointments, Reappointments, Appointments/Reappointments of Chairpersons/Director, Leave of Absence with Salary, Leaves of Absence Without Salary, Professional Improvement Leaves, Professional Improvement Leaves –

September 18 & 19, 2008 meeting, Board of Trustees

Change in Dates, Emeritus Titles, salary rolls with promotion and tenure, as detailed in the University Budget, be approved.

Appointments

Name: MICHELLE L. JONES
Title: Associate Professor (The D.C. Kiplinger Chair in Floriculture)
College: Food, Agricultural, and Environmental Sciences
Term: October 1, 2008, through September 30, 2013

Name: THOMAS J. KATZENMEYER
Title: Senior Vice President
Office: University Communications
Effective: September 8, 2008

Name: LAURENCE V. MADDEN
Title: Professor (The Professorship in Plant Protection)
College: Food, Agricultural, and Environmental Sciences
Term: October 1, 2008, through September 30, 2013

Name: GREGORY N. WASHINGTON
Title: Interim Dean
College: Engineering
Term: October 1, 2008, through September 30, 2010

Name: CAROLINE C. WHITACRE
Title: Vice President
Office: Research
Term: October 1, 2008, through September 30, 2012
Title: Interim Vice President effective August 1, 2008, through September 30, 2008

Name: JESSICA O. WINTER
Title: Assistant Professor (The H.C. "Slip" Slider Professorship in Chemical and Biomolecular Engineering)
College: Food, Agricultural, and Environmental Sciences
Term: October 1, 2008, through September 30, 2013

Reappointments

Name: JAMES N. ALLEN
Title: Professor (The Battelle Professorship in Inhalation Therapeutics)
College: Medicine
Term: July 1, 2008, through June 30, 2012

Name: BARBARA I. KIEFER
Title: Professor (The Charlotte S. Huck Professorship in Children's Literature)
College: Education and Human Ecology
Term: October 1, 2008, through September 30, 2013

Name: JANICE K. KIECOLT-GLASER
Title: Professor (The S. Robert Davis Chair in Medicine)
College: Medicine
Term: July 1, 2008, through June 30, 2012

September 18 & 19, 2008 meeting, Board of Trustees

Name: THOMAS F. MAUGER
Title: Professor (The Carl M. and Grace C. Baldwin Chair in Ophthalmology)
College: Medicine
Term: October 1, 2008, through September 30, 2012

Name: HERBERT B. NEWTON
Title: Professor (The Esther Dardinger Endowed Chair in Neuro-Oncology)
College: Medicine
Term: July 1, 2008, through June 30, 2012

Name: DAVID E. SCHULLER
Title: Professor (The John W. Wolfe Chair in Cancer Research)
Hospital/Institute: The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute
Term: July 1, 2008, through June 30, 2012

Name: E. ANTONIO CHIOCCA
Title: Professor (The Dardinger Family Endowed Chair in Oncological Neurosurgery)
College: Medicine
Term: July 1, 2008, through June 30, 2012

Appointments/Reappointments of Chairpersons/Director

ROBERT E. BURNKRANT, Department of Marketing and Logistics, effective October 1, 2008, through September 30, 2009.

CARLO M. CROCE, Department of Molecular Virology, Immunology and Medical Genetics, effective October 1, 2008, through September 30, 2012.

J. RICHARD DIETRICH, Department of Accounting and Management Information Systems, effective October 1, 2008, through September 30, 2009.

E. CHRISTOPHER ELLISON, Department of Surgery, effective July 1, 2008, through June 30, 2012.

LISA C. FLORMAN*, Department of History of Art, effective August 1, 2008 through August 31, 2009.

DAVID B. GREENBERGER, Department of Management and Human Resources, effective October 1, 2008, through September 30, 2009.

MICHAEL R. GREVER, Department of Internal Medicine, effective July 1, 2008, through June 30, 2012.

DONALD R. HAURIN, Department of Economics, effective July 1, 2008, through June 30, 2012.

RICHARD K. HERRMANN, Mershon Center for International Security Studies, effective July 1, 2008, through June 30, 2011.

RANDALL L. SCHOLL**, Department of Plant Cellular and Molecular Biology, effective October 1, 2008, through September 30, 2009.

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WILLIAM J.A. SAVILLE, Department of Veterinary Preventive Medicine, effective June 1, 2007, through May 31, 2011.

PETER T. WARD, Department of Management Sciences, effective July 1, 2008, through June 30, 2009.

* Acting

**Interim

Leave of Absence With Salary

DONALD M. TERNDROP, Associate Professor, Department of Astronomy, effective September 8, 2008, through September 7, 2009, to serve as Program Director in the Astronomical Sciences, Directorate for Mathematical and Physical Sciences of the National Science Foundation, Washington D.C.

Leaves of Absence Without Salary

KAREN H. WRUCK, Professor, Department of Finance, effective Winter Quarter, Spring Quarter and Autumn Quarter 2009, for personal reasons.

DANIEL P. TOKAJI, Associate Professor, Moritz College of Law, effective Autumn Semester 2008, to serve as a visiting professor at Harvard Law School, Cambridge, MA.

MARY C. COOPER, Assistant Professor, Department of Political Science, effective Autumn Quarter 2008, for personal reasons.

KAREN E. LEICK, Assistant Professor, Department of English (Lima), effective Winter Quarter, Spring Quarter and Autumn Quarter 2009.

Professional Improvement Leaves

CYNTHIA J. ROBERTS, Professor, Department of Ophthalmology, effective Autumn Quarter 2008, Winter Quarter and Spring Quarter 2009.

Professional Improvement Leaves – Change in Dates

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

ANDREW C. SHELTON, Associate Professor, Department of History of Art, change effective dates from October 1, 2008, through June 30, 2009 to September 1, 2008, through August 31, 2009.

Emeritus Titles

NECIP BERME, Department of Mechanical Engineering with the title Professor Emeritus, effective October 1, 2008.

PETER EWEN KING-SMITH, Department of Optometry with the title Professor Emeritus, effective October 1, 2008.

BERL R. OAKLEY, Department of Molecular Genetics with the title Professor Emeritus, effective September 1, 2008.

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MICHAEL L. BORGER, Agricultural Technical Institute (Wooster) with the title Associate Professor Emeritus, effective September 1, 2008.

ALAN R. CROCKETT, Department of Art with the title Associate Professor Emeritus, effective September 1, 2008.

FREDERICK C. DAHLSTRAND, Department of History (Mansfield) with the title Associate Professor Emeritus, effective January 1, 2009.

AYRES G. D' COSTA, School of Educational Policy and Leadership with the title Associate Professor Emeritus, effective October 1, 2008.

LARRY A. MAGLIOCCA, School of Physical Activity and Educational Services, with the title Associate Professor Emeritus, effective October 1, 2008.

KENNETH W. THEIL, Department of Veterinary Preventive Medicine(Wooster) with the title Associate Professor Emeritus, effective September 1, 2008.

JOYCE E. FITTRO, Ohio State University Extension with the title Assistant Professor Emeritus, effective September 1, 2008.

Promotions and Tenure

**COLLEGE OF LAW
REGULAR CLINICAL**

PROMOTION TO PROFESSOR-CLINICAL

Enns, Terri, effective August 16, 2008

Cooke, Elizabeth, effective August 16, 2008

COLLEGE OF MEDICINE

PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

Chen, Yeong, Molecular & Cellular Biochemistry, effective December 1, 2007

RESOLUTION IN MEMORIAM

Resolution No. 2009-28

Howard E. LeFevre

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on June 30, 2008, of Howard E. LeFevre, regional trustee emeritus of The Ohio State University Newark Campus Board of Trustees.

Mr. LeFevre graduated from The Ohio State University in 1929 with a bachelor degree in architectural engineering. In 1946, he founded B&L Motor Freight, now known as Truck One located in Newark, and continued to drive to his office nearly every day until just a few months before his passing. In 1996, The Industrial Institute of Technology, later renamed The Works, opened in the former Scheidler Machine Works building that Mr. LeFevre bought to save from demolition. On May 18, 2008, The Works, with Mr. LeFevre cutting the ribbon, unveiled the new LeFevre Foundation Administration Building, his last planned addition to the museum.

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He was a driving force in the establishment and success of Ohio State Newark for more than 50 years, serving on the first advisory committee, as a lifetime trustee emeritus, and on the Newark Campus Development Fund Board. Over the years he has, with magnificent generosity, contributed his time, talent, and treasure to nurture the growth of Ohio State Newark and has consistently been one of Ohio State's strongest supporters. His commitment to investing in the future was evident through his annual support of scholarships providing financial assistance to hundreds of students over the years. The students are a tangible symbol of his investment in the future and truly represent his legacy.

He was honored with a Distinguished Service Award in 1976, with the Ralph D. Mershon Award, the Everett D. Reese Medal, the Alumni Centennial Award and, in 1997, was presented with the John W. Alford Extraordinary Lifetime Achievement Award by the Newark and Licking County Chamber of Commerce.

Mr. LeFevre, philanthropist, entrepreneur, and community leader, gave generously of his time and leadership through many civic organizations in his community, including the Newark Chamber of Commerce, Newark Rotary, the Licking County United Way, and the Licking County Foundation. He was a founding member of Ohio State's Presidents Club and served on that organization's executive committee during two separate terms.

On behalf of the University community, the Board of Trustees expresses to the family of Howard LeFevre its deepest sympathy and sense of understanding of their loss. It was 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.

UNIVERSITY DEVELOPMENT REPORT

Resolution No. 2009-29

Synopsis: The University Development Report for June 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 twenty-two (22) new named endowed funds and the revision of seven (7) endowed funds:

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 June 2008 be approved.

(See Appendix X for background information, page 289.)

THE OHIO STATE UNIVERSITY DEVELOPMENT FUND

	<u>Total Gifts</u>
<u>Establishment of Named Endowed Funds</u>	
Biomedical Research Tower Maintenance and Renewal Fund (Established with internal funds; the annual distribution and principal if necessary shall be used only for maintenance and renewal of the BRT facilities)	\$50,000.00

Transportation and Parking Service Maintenance and Renewal Fund (Established with internal funds; the annual distribution and principal if necessary shall be used only for maintenance and renewal of the Transportation and Parking facilities)	\$50,000.00
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Change in Description of Named Endowed Funds

Dr. Arden K. Hegtvold Student Research Endowed Scholarship Fund
 The Mac A. Stewart Endowed Scholarship Fund
 Emerson and Miriam Wollam Scholarship Fund

Change in Name and Description of Named Endowed Fund

From: William Allan Kilpatrick Outstanding Student Award
 To: The William Allan Kilpatrick Outstanding Student Award Fund

THE OHIO STATE UNIVERSITY FOUNDATION

Establishment of Named Endowed Funds

The George E. Hammond Scholarship Fund in Communication (Established with an estate gift from George E. Hammond; used to provide scholarships for undergraduate students enrolled in the School of Communication)	\$453,073.89
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The Jean Doyle Endowment Fund for OSU Harding Hospital (Established with gifts from the Harding-Evans Foundation of Worthington, Ohio, with funding initially gifted by John Doyle; used to support the diagnosis and treatment of women with chemical dependency and/or dual diagnosis problems)	\$210,000.00
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Senator John Glenn and Mrs. Annie Glenn Endowed Scholarship Fund (Established with gifts from friends and colleagues in honor of Senator John Glenn and Mrs. Annie Glenn; used to provide scholarship	\$93,110.00
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support for students enrolled in the Glenn School of Public Affairs)

The Michael and Arlene Winfield Family Athletic Scholarship Fund (Established with a gift from Michael and Arlene Winfield; used to supplement the grant-in-aid scholarship costs of an intercollegiate student-athlete who is a member of a varsity team)	\$74,581.95
The Jackson-Fawley Family Athletic Scholarship Fund (Established with gifts from Richard and Margaret Jackson; used to supplement the grant-in-aid scholarship costs of an intercollegiate student-athlete who is a member of a men's varsity team)	\$62,728.13
John and Virginia Hankison Endowed Scholarship Fund (Established with gifts from the John and Virginia Hankison Foundation; used to provide scholarships to any student with a demonstrated financial need who has maintained good academic standing and is enrolled in the College of Veterinary Medicine)	\$60,000.00
The Daniel J. Zwayer Brain Cancer Research Fund (Established with gifts from Tina Husted, family, friends, and associates in memory of Daniel J. Zwayer; used to support brain cancer research)	\$53,691.27
Camie Vacha Memorial Scholarship Fund (Established with gifts from Camie's parents Ray and Cathie Vacha, friends, and family; used to provide scholarship support to third-year architecture students who emulate Camie's spirit and passion for architecture)	\$53,580.58
The John R. Oller <i>The Lantern</i> Special Editor Position Fund in the School of Communication (Established with a gift from John R. Oller; used to support a special editor position for a student at <i>The Lantern</i>)	\$50,567.60
The Gail Johannes Prize for Long-Term Service Fund (Established with gifts from William C. Johannes and Gail T. Johannes; used to provide annual monetary awards in recognition of long-term service excellence for OSU Medical Center)	\$50,105.30
The Scott Eric Imboden Undergraduate Scholarship Fund (Established with gifts from Dr. Lester E. Imboden and Mrs. Isabelle Seifert Imboden in honor of their grandson; used to provide scholarships for undergraduate students enrolled at the Fisher College of Business majoring in transportation and logistics)	\$50,000.00

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Arden L. Shisler Family ATI Scholarship Fund for 4-H Students (Established with gifts from Arden Shisler and family and the Nationwide Foundation; used to provide annual scholarships to OSU -ATI students who are current or past members of a 4-H Club)	\$50,000.00
The Joan E. Gritzmacher Endowed Fund for Family and Consumer Sciences Education Scholarship (Established with gifts from Joan E. Gritzmacher; used to provide scholarships for students preparing for or continuing a career in family and consumer sciences education) (grandfathered)	\$34,743.50
The Daniel P. McQuade Family Scholarship Fund (Established with gifts from Daniel P. McQuade; used to provide scholarship support for students enrolled in the Moritz College of Law who demonstrate financial need) (grandfathered)	\$25,561.00
The Dr. Barry M. Adler and Dr. Ira S. Niedweske Dean's Innovation Fund (Established with gifts from Dr. Barry M. Adler and Dr. Ira S. Niedweske; used by the dean of the College of Veterinary Medicine to further the highest priorities of the College) (grandfathered)	\$25,392.00
The David Louis Henne and John and Rita Patrick Schizophrenia Research Fund in Psychiatry (Established with gifts made in memory of David Louis Henne from Marilyn Henne Patrick, Kenneth Charles Patrick, family, and friends; used to support the advancement of medical knowledge in the field of schizophrenia) (grandfathered)	\$25,025.00
The Lawrence and Kathy Nunamaker Scholarship Fund (Established with gifts from Mr. Lawrence Nunamaker and Mrs. Kathy Nunamaker; used to provide scholarships for first-year undergraduate students who are graduates of Jonathan Alder High School in Plain City, Ohio) (grandfathered)	\$25,000.00
The David D. and Nancy M. Spindler Endowed Scholarship Fund (Established with a gift from David D. and Nancy M. Spindler; used to provide scholarships for students pursuing D.V.M. degrees in the College of Veterinary Medicine) (grandfathered)	\$25,000.00
The Flo Tooke Endowed Fund for Family and Consumer Sciences Education Program (Established with gifts from Dr. Flo Tooke; used to support the Family and Consumer Sciences Education Program for the purpose of teacher preparation and licensure) (grandfathered)	\$25,000.00

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The Whiston Scholarship Fund (Established with gifts from Howard and Pauline Whiston; used to provide scholarships for students enrolled in the College of Education and Human Ecology majoring in elementary education) (grandfathered)	<u>\$25,000.00</u>
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Change in Description of Named Endowed Funds

The Thomas P. and Patricia L. Brundige Food Science and Technology Program Fund

The Neutron Man Memorial Fund

Change in Name and Description of Named Endowed Fund

From: Richard D. Johnson Leadership Endowment Fund
To: The Richard D. and Ann S. Johnson Leadership Scholarship

Fund Total	\$1,572,160.22
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THE OHIO STATE UNIVERSITY DEVELOPMENT FUND

Establishment of Named Endowed Funds

Biomedical Research Tower Maintenance and Renewal Fund

The Biomedical Research Tower (BRT) Maintenance and Renewal Fund was established September 19, 2008, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Trustees of The Ohio State University on September 22, 2004, with internal funds.

The annual distribution and principal if necessary shall be used only for maintenance and renewal of the BRT facilities in accordance with provisions detailed in the Quasi-Endowment for Maintenance and Renewal Funds Agreement dated March 26, 2008. Any unused distributions will be reinvested to principal annually.

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. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use shall be designated by the University's Board of Trustees in consultation with the senior vice president for Business and Finance and chief financial officer.

Amount Establishing Endowment: \$50,000.00

Transportation and Parking Service Maintenance and Renewal Fund

The Transportation and Parking Service Maintenance and Renewal Fund was established September 19, 2008, by the Board of Trustees of The

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Ohio State University in accordance with the guidelines approved by the Board of Trustees of The Ohio State University on September 22, 2004, with internal funds.

The annual distribution and principal if necessary shall be used only for maintenance and renewal of the Transportation and Parking facilities in accordance with provisions detailed in the Quasi-Endowment for Maintenance and Renewal Funds Agreement dated March 26, 2008. Any unused distributions will be reinvested to principal annually.

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. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use shall be designated by the University's Board of Trustees in consultation with the senior vice president for Business and Finance and chief financial officer.

Amount Establishing Endowment: \$50,000.00

Change in Description of Named Endowed Funds

Dr. Arden K. Hegtvedt Student Research Endowed Scholarship Fund

The Dr. Arden K. Hegtvedt Student Research Endowed Scholarship Fund was established July 8, 1994, by the Board of Trustees of The Ohio State University with gifts from the Dr. Arden K. Hegtvedt Student Research Scholarship Fund and from family, alumni, and friends in memory of Dr. Hegtvedt. The description was revised September 19, 2008.

The annual distribution from this fund shall provide scholarship support to a student(s) in their first, second, or third year of dental school. The intent of this fund is to serve as a memorial to Dr. Hegtvedt and to promote an interest in research in the area of oral and maxillofacial surgery among the students in the College of Dentistry. The dean of the College of Dentistry and the chair and full-time faculty members of the Section of Oral and Maxillofacial Surgery 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 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.

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It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the University's Board of Trustees. In making this alternate designation, the Board shall seek advice from the dean of the College of Dentistry and the chair and full-time faculty members of the Section of Oral and Maxillofacial Surgery.

The Mac A. Stewart Endowed Scholarship Fund

The Mac A. Stewart Endowed Scholarship Fund was established December 2, 2005, by the Board of Trustees of The Ohio State University with gifts from friends and colleagues of Mac A. Stewart (Ph.D. 1973) in honor of his 28 years of distinguished service to University College, culminating in 10 years as the dean. The description was revised September 19, 2008.

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.

The annual distribution from this fund shall provide scholarships to undergraduate or graduate students in the College of Education and Human Ecology participating in an international education or service project with preference given to students who wish to travel to Africa. Scholarship recipients shall be selected by the dean of the College of Education and Human Ecology 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 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 dean of the College of Education and Human Ecology.

Emerson and Miriam Wollam Scholarship Fund

The Emerson and Miriam Wollam Scholarship Fund was established September 5, 1986, by the Board of Trustees of The Ohio State University with gifts from Robert Wollam, Kristin Goodwillie, Gretchen O'Connor, and Karen Sewell, in honor of their father, Emerson Wollam (B.S.S.A. 1933) and in memory of their mother, Miriam Wollam (M.S.W. 1964). Additional gifts were received from Dr. Tzu Fann Shao (B.E.E. 1961) and Dr. Y. C. L. Susan Wu, and the description was revised September 19, 2008.

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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 be used to provide a scholarship(s) to graduate student(s) currently enrolled in the College of Social Work who demonstrate financial need and have a minimum 2.5 grade point average. It is the donors' desire that the scholarships be awarded with particular attention to, but not limited to, international students. Scholarship recipients shall be selected by the dean of the College of Social Work 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 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 Social Work.

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 the dean of the College of Social Work.

Change in Name and Description of Named Endowed Fund

The William Allan Kilpatrick Outstanding Student Award Fund

The William Allan Kilpatrick Outstanding Student Award was established April 7, 1972, by the Board of Trustees of The Ohio State University with gifts from the family and friends of the late William Allan Kilpatrick, former student at the Newark campus. The name and description were revised September 19, 2008.

The annual distribution from this fund shall provide a non-renewable scholarship to an outstanding sophomore enrolled at the Newark campus. To qualify candidates must: have carried at least 10 credit hours during the majority of quarters enrolled, have an accumulative grade point average of 3.0 or better, participate as an active member in one or more Newark campus student organizations or other worthwhile student activities, and submit an essay addressing the questions "What does leadership mean to me? Why is it important?" The winning essay will be selected by a committee appointed by the director of Student Financial Aid and should include a representative from the Newark campus Student Life

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office. Scholarship recipients shall be selected by the Newark campus director of Financial Aid in consultation 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 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 members of William Allan Kilpatrick's immediate family and from the dean and director of the Newark campus.

THE OHIO STATE UNIVERSITY FOUNDATION

Establishment of Named Endowed Funds

The George E. Hammond Scholarship Fund in Communication

The George E. Hammond Scholarship Fund in Communication was established September 19, 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 an estate gift from George E. Hammond (B.A. 1956).

The annual distribution from this fund shall provide renewable scholarships for at least four excellent, deserving undergraduate students enrolled in the School of Communication, College of Social and Behavioral Sciences, who demonstrate financial need. At least two of the recipients shall be majoring in public affairs journalism; the remaining recipients may be from other majors in communication. The dean of the College and the director of the School 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 College of Social and Behavioral Sciences.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. 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 College of Social and Behavioral Sciences and the director of the School of Communication.

Amount Establishing Endowment: \$453,073.89

The Jean Doyle Endowment Fund for OSU Harding Hospital

The Jean Doyle Endowment Fund for OSU Harding Hospital was established September 19, 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 Harding-Evans Foundation of Worthington, Ohio, with funding initially gifted by John Doyle of Venice, Florida.

The annual distribution from this fund shall be used to support the diagnosis and treatment of women with chemical dependency and/or dual diagnosis problems through services provided by OSU Harding Hospital, OSU Psychiatry LLC or any entity within the OSU medical system; preferably those females between the ages of 40 and 60. Allocation of funds shall be approved by the executive director of OSU Harding Hospital and chairperson of the Department of Psychiatry in consultation with the senior vice president for Health Sciences.

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

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

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

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advice from a representative of the donor and from the executive director of OSU Harding Hospital and chairperson of the Department of Psychiatry in consultation with the senior vice president for Health Sciences.

Amount Establishing Endowment: \$210,000.00

Senator John Glenn and Mrs. Annie Glenn Endowed Scholarship Fund

The Senator John Glenn and Mrs. Annie Glenn Endowed Scholarship Fund was established September 19, 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 friends and colleagues in honor of Senator John Glenn and Mrs. Annie Glenn and their lifelong dedication to public service.

The annual distribution from this fund shall provide scholarship support for a student(s) enrolled in the John Glenn School of Public Affairs who best exemplifies the Glenns' leadership ability, academic achievement, and commitment to public service. The director of the School and the School's Student Financial Aid Committee 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 director of the John Glenn School of Public Affairs.

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 director of the John Glenn School of Public Affairs.

Amount Establishing Endowment: \$93,110.00

The Michael and Arlene Winfield Family Athletic Scholarship Fund

The Michael and Arlene Winfield Athletic Scholarship Fund was established September 19, 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 Michael (B.Ch.E. 1962) and Arlene Winfield of Long Grove, Illinois.

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The annual distribution shall be used to supplement the grant-in-aid scholarship costs of an intercollegiate student-athlete who is a member of a varsity team and who is pursuing an undergraduate degree at The Ohio State University. First preference will be given to a student-athlete from the state of Illinois majoring in engineering. Second preference will be given to any student-athlete from the state of Illinois. Third preference will be for any student-athlete. The recipient shall be selected by the director of Athletics 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 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 assistant vice president and director of Athletics.

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 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 assistant vice president and director of Athletics.

Amount Establishing Endowment: \$74,581.95

The Jackson-Fawley Family Athletic Scholarship Fund

The Jackson-Fawley Family Athletic Scholarship Fund was established September 19, 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 Richard and Margaret Jackson of New Albany, 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 a men's varsity team and who is pursuing an undergraduate degree at The Ohio State University. First preference will be given to a student-athlete who attended high school in the greater Philadelphia, Pennsylvania, area. Second preference will be given to a student-athlete who attended high school in eastern Pennsylvania. Third preference will be given to a student-athlete who attended high school on the east coast of the United States. The recipient shall be selected by the assistant vice president and director of Athletics in consultation with the Office of Student Financial Aid.

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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 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 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 assistant vice president and director of Athletics.

Amount Establishing Endowment: \$62,728.13

Total Commitment: \$150,000.00

John and Virginia Hankison Endowed Scholarship Fund

The John and Virginia Hankison Endowed Scholarship Fund was established September 19, 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 John and Virginia Hankison Foundation.

The annual distribution from this fund shall provide one or more financial scholarships to any student with a demonstrated financial need who has maintained good academic standing and is enrolled in the College of Veterinary Medicine. Preference shall be given to students who reside in, and plan to return to, practice in one of the following Ohio counties: Lucas, Wood, Fulton, Henry, Ottawa, Hancock, Sandusky or Seneca. If there are no students who reside in, and plan to return to, practice in one of the previously stated eight Ohio counties, the scholarship(s) may be given to any qualified student(s) with a demonstrated financial need who has maintained good academic standing, and is enrolled in the College of Veterinary Medicine. Student recipients will be selected by the dean of the College of Veterinary Medicine in consultation with the associate dean of Student Affairs and the Office of Student Financial Aid.

If in any given year there is not a qualified individual, then the unused distribution 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 this fund should benefit The Ohio State University College of Veterinary Medicine in perpetuity. If the College of

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Veterinary Medicine should cease to exist, or, for a period of 25 consecutive years, 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 Ohio State University Board of Trustees, The Ohio State University Foundation Board, and the dean of the College of Veterinary Medicine, in consultation with the Hankison Foundation. Any alternate distributions or uses shall be designated for the benefit of animals and in a manner as nearly aligned with the original intent of the donor as good conscience and need dictate, and in consultation with the Hankison Foundation.

In the event the College of Veterinary Medicine undergoes any reorganization such as altering its name, becoming a stand-alone entity, being "spun off," or being sold in any manner, the funds shall remain with The Ohio State University, and the above paragraph shall apply.

Amount Establishing Endowment: \$60,000.00

Total Commitment: \$100,000.00

The Daniel J. Zwyer Brain Cancer Research Fund

The Daniel J. Zwyer Brain Cancer Research Fund was established September 19, 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 Tina Husted of Kettering, Ohio, along with family, friends, and associates in memory of Daniel J. Zwyer.

The annual income shall be used to support brain cancer research at the Comprehensive Cancer Center - The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute at The Ohio State University as approved by the chairperson of the Department of Neurological Surgery in consultation with the chief executive officer of The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute, the director of the Comprehensive Cancer Center, and the senior vice president for Health Sciences.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the chairperson of the Department of Neurological Surgery, the chief executive officer of The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute, and the director of the Comprehensive Cancer Center in consultation with the senior vice president for Health 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

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advice from Tina Husted, should she be alive, and from the chairperson of the Department of Neurological Surgery, the chief executive officer of The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute, and the director of the Comprehensive Cancer Center in consultation with the senior vice president for Health Sciences.

Amount Establishing Endowment: \$53,691.27

Camie Vacha Memorial Scholarship Fund

The Camie Vacha Memorial Scholarship Fund was established September 19, 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 her parents, Ray and Cathie Vacha, friends, and family.

This fund is established in loving memory of Camie and as a tribute to the accomplishments she attained during her short life which ended in June of 2006. From the time she was a child, Camie dreamed of being an architect. Camie loved The Ohio State University, especially the Austin E. Knowlton School of Architecture, where her talents impressed both faculty and visiting critics.

The annual distribution from this fund shall provide scholarship support to a third-year architecture student who emulates Camie's spirit and passion for architecture. Recipients shall be selected by the director of the Knowlton School of Architecture 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 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 Knowlton School of Architecture.

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

It is the desire of the 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 director of the Knowlton School of Architecture.

Amount Establishing Endowment: \$53,580.58

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The John R. Oller *The Lantern* Special Editor Position Fund
in the School of Communication

The John R. Oller *The Lantern* Special Editor Position Fund in the School of Communication was established September 19, 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 John R. Oller (B.A.Jour. 1979) who resides in New York City, New York, and Sonoma County, California. This gift shall be appropriately recognized from time to time in *The Lantern* or other University publications.

The annual distribution from this fund shall be used to support a special editor position at *The Lantern* for a minimum of one quarter per year, excluding summer quarter. The special editor shall be assigned to work on longer, more investigative or interpretive pieces than a typical editor. Qualified candidates must be of junior status or higher and have a minimum 3.0 grade point average. Recipients will be selected jointly by the director of the School of Communication and *The Lantern* student advisor, with the advisor's views being granted priority.

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 Social and Behavioral Sciences in consultation with the director of the School of Communication and *The Lantern* student advisor, with the advisor's views being granted priority.

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 College of Social and Behavioral Sciences in consultation with the director of the School of Communication and *The Lantern* student advisor, with the advisor's views being granted priority.

Amount Establishing Endowment: \$50,567.60

The Gail Johannes Prize for Long-Term Service Fund

The Gail Johannes Prize for Long-Term Service Fund was established September 19, 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 C. Johannes (B.S.Bus.Adm. 1967, M.B.A. 1969) and Gail T. Johannes (B.S. 1968) of Columbus, Ohio.

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The annual distribution from this fund shall be used to provide a monetary award in recognition of long-term service excellence for the OSU Medical Center. The Gail Johannes Prize should be awarded annually and each recipient should receive at least \$500. The recipients will be selected by the OSU Medical Center's Human Resources leadership in accordance with the following criteria: those having 25 years or more of service at the OSU Medical Center; full-time employees (greater than 50%); classified or unclassified administrative and professional employees; recipients of an outstanding performance evaluation; and those having gone above and beyond required duties by volunteering and participating in extra activities. Preference shall be given to employees in the allied health fields, maintenance, security and housekeeping services, business administrative services, and non-licensed personnel.

Allocation of funds shall be approved by the chief executive officer of the OSU Health System and vice president for Health Services in consultation with the senior vice president for Health Sciences.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be 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 chief executive officer of the OSU Health System and vice president for Health Services in consultation with the senior vice president for Health Sciences.

Amount Establishing Endowment: \$50,105.30

The Scott Eric Imboden Undergraduate Scholarship Fund

The Scott Eric Imboden Undergraduate Scholarship Fund was established September 19, 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. Lester E. Imboden, Sr. (M.D. 1950) and Mrs. Isabelle Seifert Imboden in honor of their grandson Scott Imboden (B.S.Bus.Adm. 2005).

The annual distribution from this fund shall be used to support one scholarship for an undergraduate student(s) enrolled at The Max M. Fisher College of Business who is majoring in transportation and logistics. Selection of the recipient(s) shall be made by the director of the Undergraduate Programs Office of the Fisher College of Business 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 held in the distribution

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

Amount Establishing Endowment: \$50,000.00

Arden L. Shisler Family ATI Scholarship Fund for 4-H Students

The Arden L. Shisler Family ATI Scholarship Fund for 4-H Students be established September 19, 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 Arden Shisler and family, and the Nationwide Foundation.

The annual distribution from this fund shall provide one or more scholarships to be awarded annually to Ohio State ATI students who are current or past members of a 4-H Club and who have displayed exemplary leadership qualities participating in 4-H. Recipients shall be selected by the financial aid coordinator at Ohio State ATI in consultation with appropriate faculty members in accordance with guidelines established by the vice president for agricultural administration and executive dean for Food, Agricultural, and Environmental Sciences and in consultation with the University's 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 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 vice president for agricultural administration and executive

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dean for Food, Agricultural, and Environmental Sciences and the director of Ohio State ATI in consultation with appropriate faculty members.

Amount Establishing Endowment: \$50,000.00

The Joan E. Gritzmacher Endowed Fund for
Family and Consumer Sciences Education Scholarship

The Joan E. Gritzmacher Endowed Fund for Family and Consumer Sciences Education Scholarship was established September 19, 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 Joan E. Gritzmacher (Professor Emeritus, College of Education and Human Ecology).

The annual distribution from this fund shall be used to support scholarship(s) for students preparing for or continuing a career in family and consumer sciences education (home economics education) with preference for graduate students or junior/senior undergraduates with an overall academic achievement of 3.5 or above grade point average. Expenditures will be approved by the head of the Family and Consumer Sciences Education Program in the College of Education and Human Ecology. Scholarships will be awarded in consultation with the Office of Student Financial Aid.

If the Family and Consumer Sciences Education Program no longer exists, the donor would like the annual distribution to support programs for preparing teacher educators.

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 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 Education and Human Ecology in consultation with the head of the Family and Consumer Sciences Education Program.

Amount Establishing Endowment: \$34,743.50 (grandfathered)

The Daniel P. McQuade Family Scholarship Fund

The Daniel P. McQuade Family Scholarship Fund was established September 19, 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 Daniel P. McQuade (J.D. 1967).

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The annual distribution from this fund shall provide scholarship support for a student enrolled in The Michael E. Moritz College of Law who demonstrates financial need. The dean of the College and the College's Office of Student Financial Aid shall be responsible for selecting the scholarship recipient and coordinating the scholarship 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 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.

Amount Establishing Endowment: \$25,561.00 (grandfathered)

The Dr. Barry M. Adler and Dr. Ira S. Niedweske Dean's Innovation Fund

The Dr. Barry M. Adler and Dr. Ira Niedweske Dean's Innovation Fund was established September 19, 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. Barry M. Adler (D.V.M. 1977) and Dr. Ira S. Niedweske of New Jersey.

The annual distribution from this fund shall be used by the dean of the College of Veterinary Medicine to further the highest priorities of the College.

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.

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

Amount Establishing Endowment: \$25,392.00 (grand-fathered)

The David Louis Henne and John and Rita Patrick
Schizophrenia Research Fund in Psychiatry

The David Louis Henne and John and Rita Patrick Schizophrenia Research Fund in Psychiatry was established September 19, 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 to the Foundation made in memory of David Louis Henne by Marilyn Henne Patrick (B.S.H.E. 1969) and Kenneth Charles Patrick (D.V.M. 1972) of Middletown, Ohio, and other family and friends.

The annual distribution from this fund shall be used to support the advancement of medical knowledge in the field of schizophrenia, for both basic and clinical research by faculty or fellows as recommended by the chairperson of the Department of Psychiatry in consultation with the senior vice president for Health Sciences and the dean of the College of Medicine. The distribution may support, but is not limited to, scientific supplies, equipment, salaries for research personnel, and activities required for quality medical research. If a cure for schizophrenia is found the annual distribution shall be used to support mental health research.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the chairperson of the Department of Psychiatry in consultation with the senior vice president for Health Sciences and the dean of the College of 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 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 Kenneth and Marilyn Patrick, should they be alive, and from

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the chairperson of the Department of Psychiatry in consultation with the senior vice president for Health Sciences and the dean of the College of Medicine.

Amount Establishing Endowment: \$25,025.00 (grandfathered)

The Lawrence and Kathy Nunamaker Scholarship Fund

The Lawrence and Kathy Nunamaker Scholarship Fund was established September 19, 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 Mr. Lawrence Nunamaker (B.S.Bus.Adm. 1980) and Mrs. Kathy Nunamaker of Columbus, Ohio.

The annual distribution from this fund shall be used to provide one or more renewable merit- and need-based scholarships for first-year undergraduate students who are residents of Ohio, are enrolled full time, and have a minimum cumulative 3.0 grade point average (G.P.A.). Preference shall be given to students enrolled at the Columbus campus.

It is the donors' desire that recipients should be graduates of Jonathan Alder High School in Plain City, Ohio. If in a given year this preference is unable to be met then scholarship awards may be given to qualified students who are residents of these geographic areas in the following order: Plain City, Ohio, or any residents of Madison, Union, Stark, Wayne, Tuscarawas, or Holmes Counties, Ohio.

The scholarship shall be distributed equally over three quarters of the academic school year for expenses such as the cost of tuition, room and board, books and supplies, and miscellaneous educational expenses. The scholarship is renewable up to 12 quarters or upon completion of a baccalaureate degree, whichever comes first, as long as the recipient continues to exhibit satisfactory academic progress and maintains financial need and a minimum cumulative 3.0 G.P.A. The Office of Student Financial Aid will administer this scholarship fund. Any unused annual distribution shall be reinvested to 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 vice provost for Enrollment Services and dean for Undergraduate Education.

Amount Establishing Endowment: \$25,000.00 (grandfathered)

Total Commitment: \$25,000.00

The David D. and Nancy M. Spindler Endowed Scholarship Fund

The David D. and Nancy M. Spindler Endowed Scholarship Fund was established September 19, 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 David D. (D.V.M. 1971) and Nancy M. Spindler of Marietta, Ohio.

The annual distribution from this fund shall be used to award one scholarship for a student enrolled at The Ohio State University, pursuing a D.V.M. degree in the College of Veterinary Medicine, who is in good academic standing with preference given to students from southeastern Ohio. Scholarship recipients shall be selected by the dean of the College of Veterinary Medicine 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 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 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 Veterinary Medicine.

Amount Establishing Endowment: \$25,000.00 (grandfathered)

The Flo Tooke Endowed Fund for Family and
Consumer Sciences Education Program

The Flo Tooke Endowed Fund for Family and Consumer Sciences Education Program was established September 19, 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. Flo Tooke (Ph.D. 1988).

The annual distribution from this fund shall be used to support the Family and Consumer Sciences Education Program for the purpose of teacher preparation and licensure to teach grades seven through 12 in Ohio schools. Expenditures shall be approved by the dean of the College of Education and Human Ecology.

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If, in the future, the Family and Consumer Sciences Education Program is discontinued, then it is the donor's desire that the annual distribution should support teacher education. In case teacher education is non-existent in the future at The Ohio State University, the annual distribution shall support diabetes research in the Division of Endocrinology, Diabetes, and Metabolism at The Ohio State University Hospitals.

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

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. 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 appropriate University authority.

Amount Establishing Endowment: \$25,000.00 (grandfathered)

The Whiston Scholarship Fund

The Whiston Scholarship Fund was established September 19, 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 Howard (B.S.Pharm. 1955) and Pauline (B.S.H.E. 1955) Whiston.

The annual distribution shall provide one or more scholarships for students who were residents of Morrow County at the time they graduated from high school, who have completed at least one year of college, and who are enrolled in the College of Education and Human Ecology majoring in elementary education. The dean of the College shall be responsible for reviewing candidates, including those submitted by the donors, selecting the 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 College of Education and Human Ecology.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. If the need for this scholarship ceases to exist, it is the donors' preference that the fund be combined with the Howard E. Whiston Scholarship Fund (endowed fund #607672) in the College of Pharmacy. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist in both colleges, 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 Education and Human Ecology and/or the dean of the College of Pharmacy.

Amount Establishing Endowment: \$25,000.00 (grandfathered)

Change in Description of Named Endowed Funds

The Thomas P. and Patricia L. Brundige Food Science and Technology Program Fund

The Thomas P. and Patricia L. Brundige Food Science and Technology Program Fund was established February 6, 1998, 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 Patricia L. Brundige of Dublin, Ohio, and family and friends of Thomas P. Brundige in his memory. The description was revised September 19, 2008.

Thomas P. Brundige was the founder of Total Ultimate Foods, and died in 1994. His guiding principle was, "The purpose of life is a life of purpose."

The annual distribution from this fund shall be used to support undergraduate and graduate scholarships for food science and technology students with preference given to those studying powdered food technology. Scholarship recipients shall exhibit dedication to the food industry as a profession, demonstrate positive leadership behaviors, and excel in their studies. Recipients shall be selected by the Department of Food Science and Technology's scholarship selection committee in accordance with guidelines established by the vice president for agricultural administration and executive dean for Food, Agricultural, and Environmental Sciences in consultation with the Office of Student Financial Aid.

If in any given year the endowment distribution is not fully used for its primary purpose, then it may be used to support extracurricular activities that directly enhance students' educational experiences including, but not limited to, support for product development teams, College Bowl teams, and conferences. It also may be used for general program support of the Department of Food Science and Technology with preference given to class projects; student research; and innovative programs that engage faculty, staff, and students in powdered food technology. Such use shall be at the discretion of the chairperson of the Department of Food Science and Technology.

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In any given year that the endowment distribution is not fully used for its intended purposes, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the chairperson of the Department of Food Science and Technology in consultation with 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 total 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 Patricia Brundige, should she be alive, and from the vice president for agricultural administration and executive dean for Food, Agricultural, and Environmental Sciences.

The Neutron Man Memorial Fund

The Neutron Man Memorial Fund was established March 3, 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 Debra L. McComb in memory of Orlas King, otherwise known as "The Neutron Man." The description was revised September 19, 2008.

The annual distribution from this fund shall be equally divided to provide scholarship support for students who are members of The Ohio State University Marching Band and for students who are Ohio State University cheerleaders. Scholarship recipients shall be selected by the Office of Student Financial Aid in consultation with the director of the School of Music and the assistant vice president and director of Athletics.

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 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 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

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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 director of the marching band and the head cheerleading coach.

Change in Name and Description of Named Endowed Fund

The Richard D. and Ann S. Johnson Leadership Scholarship Fund

The Richard D. Johnson Leadership Endowment Fund was established September 6, 2002, 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 Richard Darrell Johnson (B.I.E. 1958, M.B.A. 1962) and Ann S. Johnson of Lake Forest, Illinois. The name and description were revised September 19, 2008.

The annual distribution from this fund shall provide one scholarship that will be awarded to a Mount Leadership Society Scholar upperclassman. The associate provost for Honors and Scholars in the Office of Academic Affairs and the director of the Mount Leadership Society will choose the recipient using the criteria that the awardee must possess leadership qualities that emulate the life and celebrate the achievements of Ruth Weimer Mount. These qualities must have been demonstrated by being selected to a junior class honorary and/or senior class honorary; being elected to a leadership position in The Ohio State University residence halls, student government, service organizations such as Ohio Staters, Inc., or other major co-curricular organizations; and having outstanding leadership/scholarship attributes that were exhibited during the two years as a Mount Scholar. Scholarships will be awarded 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 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 associate provost for Honors and Scholars.

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 associate provost for Honors and Scholars in the Office of Academic Affairs, the president of the University Foundation, and the director of Student Financial Aid.

FISCAL YEAR 2009 TOTAL UNIVERSITY CURRENT FUNDS BUDGET

Resolution No. 2009-30

Synopsis: Approval of the total University Current Funds Budget for FY2009 is proposed.

WHEREAS the State budget for FY2008 and FY2009, including funding levels for State institutions of higher education, has been enacted; and

WHEREAS fee increases for the Columbus and Regional Campuses for FY2009 have been approved at previous meetings of the Board of Trustees; and

WHEREAS estimated levels of resources and expenditures for the Columbus Campus, Regional Campuses and ATI have been approved at previous meetings of the Board; and

WHEREAS adjustments have been made updating revenue estimates and eliminating double counting of transfers among the various University units; and

WHEREAS the President now recommends approval of the Current Funds Budget for the total University for FY2009:

NOW THEREFORE

BE IT RESOLVED, That the University's Current Funds Budget for FY2009, as described in the accompanying FY2009 Current Funds Budget Book, be approved, with authorization for the President to make expenditures within the projected income.

(See Appendix XI for background information, page 295.)

AMENDED

APPROVAL TO ADVERTISE FOR AND ENTER INTO CONSTRUCTION MANAGEMENT, DESIGN AND CONSTRUCTION CONTRACTS

Resolution No. 2009-31

APPROVAL TO ENTER INTO A CONSTRUCTION MANAGEMENT AND DESIGN CONTRACT

INFRASTRUCTURE CONSTRUCTION MANAGEMENT AND GLOBAL LOGISTICS

APPROVAL TO ENTER INTO DESIGN CONTRACTS

KENNEDY COMMONS RENOVATION
MEDICAL CENTER CHILLER PLANT AND EMERGENCY GENERATION (MCFP)

**APPROVAL TO ADVERTISE FOR CONSTRUCTION CONTRACTS
LINCOLN TOWER RENOVATION**

Synopsis: Authorization to advertise for and/or enter into contracts, as detailed in the attached materials, is requested.

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WHEREAS in accordance with the attached materials, the University desires to undertake and enter into a construction management and design contract for the following project:

Infrastructure Construction Manager and Global Logistics (09-10 capital plan)	\$3.5M	University bond proceeds
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WHEREAS in accordance with the attached materials, the University desires to undertake and enter into design contracts for the following projects:

Kennedy Commons Renovation (09-10 capital plan)	\$12.5M	University bond proceeds
Medical Center Chiller Plant and Emergency Generation (MCFP) (09-10 capital plan)	\$62.0M	University bond proceeds

WHEREAS in accordance with the attached materials, the University desires to advertise for construction contracts for the following project:

Lincoln Tower Renovation (07-08 capital plan)	\$50.0M	University bond proceeds
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** 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/or construction management contracts and advertise for 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 XII for background information and map, page 373.)

EASEMENTS

Resolution No. 2009-32

OHIO BELL TELEPHONE COMPANY DBA AT&T
1305 KINNEAR ROAD, COLUMBUS, OH

VILLAGE OF PUT-IN-BAY, OHIO
LIFT STATION SOUTH BASS ISLAND SANITARY SEWER LINE

Synopsis: Authorization to grant Ohio Bell Telephone Company, dba AT&T an easement at 1305 Kinnear Road, Columbus, Ohio to install a pad for additional telecommunications equipment; and authorization to grant the Village of Put-In-Bay, Ohio an easement on South Bass Island on Lake Erie, is proposed.

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WHEREAS, Ohio Bell Telephone Company has requested a 10 foot wide by 25 foot long easement area for a pad for telecommunications equipment, for a term of 25 years, for consideration of \$1.00; and

WHEREAS, The University has constructed a sanitary sewer line to service its facility on South Bass Island and the sanitary sewer line is being transferred to the Village of Put-In-Bay, Ohio for future operation and maintenance making it necessary to grant the Village of Put-In-Bay, Ohio a 30 foot wide by 50 foot long, 1500 SF easement area for a lift station necessary for the operation of the sanitary sewer line, for a term of 25 years, for consideration of \$1.00; and

WHEREAS, The appropriate University offices have determined that granting these easements is in the best interest of the University:

NOW THEREFORE

BE IT RESOLVED, That the President and/or Senior Vice President for Business and Finance be authorized to approve and the Ohio Department of Administrative Services be authorized to process appropriate documents and grant the above easements to Ohio Bell Telephone Company, and the Village of Put-In-Bay, Ohio upon such terms and conditions as are in the best interest of the University.

(See Appendix XIII for maps, page 379.)

Upon motion of Mr. O'Dell, seconded by Judge Marbley, the Board of Trustees adopted the foregoing resolutions by unanimous roll call vote, cast by Trustees Cloyd, McFerson, Davidson, Borrer, Wexner, O'Dell, Hicks, Fisher, Brass, Ratner, Marbley and Kass.

President Gee:

In addition we are seeking approval for an amended long-term lease purchase.

**AMENDED
LONG-TERM LEASE/PURCHASE**

Resolution No. 2009-33

OSU MEDICAL CENTER AMBULATORY SURGERY CENTER
AND AMBULATORY CARE CENTER
915 OLENTANGY RIVER ROAD
COLUMBUS, OHIO 43212

Synopsis: Authorization to enter into a 20-year lease/purchase with Gowdy Fields Partner II LLC for approximately 137,000 SF of academic, research and medical office space located at 915 Olentangy River Road in Columbus, Ohio is requested.

WHEREAS the Board of Trustees of The Ohio State University is presented with the opportunity to enter into a 20-year lease/purchase of approximately 137,000 rentable square feet of space at 915 Olentangy River Road in Columbus, Ohio; and

WHEREAS the lease/purchase of this space is important in meeting the objectives and requirements of the University Medical Center's Ambulatory

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Strategic Plan, and it has determined that the lease/purchase of this property is in the best interest of the University; and

WHEREAS the funds for the lease/purchase will be provided by the University Medical Center:

NOW THEREFORE

BE IT RESOLVED, That the President and/or the Senior Vice President for Business and Finance and in consultation with the Chair of Fiscal Affairs Committee be authorized to enter into a 20-year lease or Purchase Agreement of approximately 137,000 SF of space at 915 Olentangy River Road for use by The Ohio State University Medical Center on such terms and conditions as are deemed to be in the best interests of the University.

(See Appendix XIV for background information and map, page 381.)

Upon motion of Mr. O'Dell, seconded by Mr. Borrer, the Board of Trustees adopted the foregoing resolution with eleven affirmative votes, cast by Trustees Cloyd, McFerson, Davidson, Borrer, O'Dell, Hicks, Fisher, Brass, Ratner, Marble and Kass, and one abstention cast by Trustee Wexner.

President Gee:

We are also seeking your approval to an amendment for an amendment to a long-term lease.

AMENDMENT TO LONG-TERM LEASE

Resolution No. 2009-34

LEASED ATHLETICS FACILITIES
880 WEST HENDERSON ROAD / 4559 KNIGHTSBRIDGE BOULEVARD
COLUMBUS, OHIO 43214

Synopsis: Authorization to amend the ten-year lease for the Athletics facilities in northwest Columbus to provide for landlord renovations to the 24,000 SF storage building at 4559 Knightsbridge Boulevard to create an indoor golf training center for the varsity golf programs, is proposed.

WHEREAS in December 2007 the University entered into a ten-year lease for approximately 5.2 acres of land located in northwest Columbus, improved with two buildings, one located at 880 West Henderson Road containing approximately 57,000 SF which provides an indoor practice facility and competition venue for the varsity men's and women's tennis program, and a second building located at 4559 Knightsbridge Boulevard containing approximately 24,000 SF which the Athletic Department desires to convert to an indoor golf training facility with coaches offices and a recruiting center to satisfy requirements of the golf program; and

WHEREAS this property is located within reasonable proximity of the Columbus Campus with convenient access by players and spectators, and the Department of Athletics has determined that the renovation of property is in the best interest of the University; and

WHEREAS the funds for all increased lease costs will be provided from the Department of Athletics:

NOW THEREFORE

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BE IT RESOLVED, That the President and/or the Senior Vice President for Business and Finance be authorized to enter into an amendment of the ten-year lease of the real property at 880 West Henderson Road and 4559 Knightsbridge Boulevard for use by the University's varsity tennis and golf programs and other Department of Athletics uses as determined by the Department, at a proposed additional rent not to exceed \$25,000 per month for the balance of the ten-year primary term plus the property's operating expenses on such terms and conditions as are deemed to be in the best interest of the University.

(See Appendix XV for background information and map, page 385.)

Upon motion of Mr. McFerson, seconded by Mr. O'Dell, the Board of Trustees adopted the foregoing resolution with eleven affirmative votes, cast by Trustees Cloyd, McFerson, Davidson, Borrer, Wexner, O'Dell, Hicks, Fisher, Brass, Ratner, and Marbley, and one abstention cast by Trustee Kass.

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Dr. Cloyd:

There is no other business to come before the Board, this meeting is now adjourned. The next meeting of this Board will take place on Friday, November 7, 2008 at the Longaberger Alumni House.

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Attest:

G. Gilbert Cloyd
Chairman

David O. Frantz
Secretary

IMPACT STATEMENT
THE OHIO STATE UNIVERSITY HOSPITALS
MEDICAL STAFF BYLAWS

AMENDMENTS RECOMMENDED BY
THE OSU MEDICAL STAFF BYLAWS COMMITTEE ON MAY 2, 2008
APPROVED BY
THE OSU MEDICAL STAFF ADMINISTRATIVE COMMITTEE ON MAY 14, 2008
AND APPROVED BY
UNIVERSITY HOSPITALS BOARD ON JULY 24, 2008

The proposed amendments to the Bylaws of the Medical Staff of The Ohio State University Hospitals provide for the following revisions:

- A. Insertion of detailed language regarding integrity program.
- B. Language edited or inserted regarding medical staff membership to provide for
 - i. change in "bad faith" phraseology to reflect state law
 - ii. extension of provisional period of appointment
 - iii. deletion of "without malice" language as this standard is not required
 - iv. insertion of clinical volume requirement in procedure for appointment per Joint Commission standard
 - v. clarification of "termination" language in application for reappointment
- C. Medical staff membership categories edited to include membership categories without privileges; also changing "honorary" to "physician scholar".
- D. Change in name of clinical division from "vascular surgery" to "vascular diseases and surgery".
- E. Insertion of medical staff membership requirement for chief of clinical department.
- F. Edits made regarding "chief of clinical department" for consistent language throughout bylaws.
- G. Removal of monthly faculty meeting requirement.
- H. Insertion of evidence-based medicine policy group to replace clinical practice guidelines and outcomes measurement policy groups.
- I. Various corrections made of typographical and numbering errors throughout bylaws.

**AMENDMENTS TO THE BYLAWS OF THE MEDICAL STAFF OF
THE OHIO STATE UNIVERSITY HOSPITALS (contd)**

3335-43-02 Purpose.

The purpose of the medical staff of the Ohio state university hospitals shall be:

- (A) To strive to maintain quality standards of patient care for all patients admitted to the Ohio state university hospitals, consistent with an active teaching environment, realizing that the care and treatment of the individual patient is the medical responsibility of the member of the ~~honorary~~ physician scholar, attending, courtesy A, and community affiliate medical staff to whose care the patient is admitted or transferred.

Balance unchanged.

3335-43-03 Patients.

- (A) The continuous care and treatment of individual patients is the medical responsibility of the member of the ~~honorary~~ physician scholar, attending, courtesy A, and community affiliate medical staff to whose care the patient is admitted or transferred within the Ohio state university hospitals and to licensed health care professionals being granted clinical privileges under these bylaws.

(B) unchanged.

- (C) All patients admitted to the Ohio state university hospitals should cooperate and be an integral part of the teaching program of the college of medicine ~~and public health~~. Should a patient, or on the behalf of the patient, the patient's next of kin, or guardian, refuse to participate or cooperate in the teaching program of the Ohio state university hospitals or the college of medicine ~~and public health~~, the medical staff member responsible for the care and treatment of the patient will encourage participation in the Ohio state university's teaching programs. Students, including pre- and post-M.D., but not limited thereto, shall be under the direction and control of the members of the medical staff to whom the patient is assigned upon admission to the Ohio state university hospitals or transfer within the Ohio state university hospitals' services.

3335-43-04 Membership.

(A) Qualifications.

(1) unchanged

- (2) All members of the medical staff of the Ohio state university hospitals shall, except as specifically provided in these bylaws, be members of the faculty of the Ohio state university college of medicine ~~and public health~~, or in the case of dentists, of the Ohio state university college of dentistry, and shall, except for members of the limited staff, be duly licensed to practice in the state of Ohio. Members of the limited staff shall possess a valid training certificate, or an unrestricted license from the applicable state board based on the eligibility criteria defined by that board. All members of the medical staff and limited staff shall comply with provisions of state law and the regulations of the state medical board. Only those physicians, dentists, and practitioners of psychology and podiatry who can document their education, training, experience, competence, adherence to the ethics of their profession, dedication to educational and research-goals, and ability to work with others with sufficient adequacy to assure the university hospitals board and the board of trustees of the Ohio state

university that any patient treated by them at university hospitals will be given the high quality of medical care provided at university hospitals, shall be qualified for membership on the medical staff of the Ohio state university hospitals.

All members of the medical staff will comply with medical staff and the Ohio state university policies regarding employee and medical staff health and safety; uncompensated care; and will comply with appropriate administrative directives and policies to avoid disrupting those operations of the Ohio state university hospitals which adversely impact overall patient care or which adversely impact the ability of the Ohio state university hospitals employees or staff to effectively and efficiently fulfill their responsibilities. All members of the medical staff will comply with policies adopted by the medical staff administrative committee, including but not limited to policies on professionalism, disruptive behavior, conflict of interest, and access and communication guidelines. Medical staff members must also comply with the university integrity program requirements including but not limited to billing, self referral, ethical conduct and annual education.

(3) & (4) unchanged.

(5) Any medical staff member whose membership has been terminated pursuant to paragraph (A)(4-3) or (A)(5 4) of this rule shall not be entitled to request a hearing and appeal in accordance with rule 3335-43-06 of the Administrative Code. Any licensed health care professional whose clinical privileges have been terminated pursuant to paragraph (A)(4) of this rule may not request an appeal in accordance with paragraph (E H)(8)(j) of rule 3335-43-07 of the Administrative Code.

(B) Application for membership.

Initial application for medical staff membership for all categories of the medical staff shall be made by the applicant to the chief of the clinical department on forms prescribed by the medical staff administrative committee stating the qualifications and references of the applicant and giving an account of the applicant's current licensure, relevant professional training and experience, current competence and ability to perform the clinical privileges requested. All applications for appointment must specify the clinical privileges requested. Applications may be made only if the applicant meets the qualifications outlined in paragraph (A) of this rule. The application shall include written statements of the applicant to abide by the bylaws, rules and regulations of the medical staff, the university hospitals board, and the board of trustees of the Ohio state university. The applicant shall produce a government-issued photo identification to verify his/her identity pursuant to hospital/medical staff policy. The applicant shall agree that membership on the medical staff requires participation in the peer review process of evaluating credentials, medical staff membership and clinical privileges, and that a condition for membership requires mutual covenants between all members of the medical staff to release one another from civil liability in this review process as long as the peer review ~~is not conducted in bad faith, with malice, or without reasonable effort to ascertain the accuracy of information being disclosed or relied upon~~ was taken in the reasonable belief that it was in furtherment of quality health care based upon a reasonable review and appropriate procedural due process. In addition for community affiliate medical staff in order to optimize the clinical organization resource utilization and planning of the Ohio state university hospitals, the chief of the clinical department may require that the community affiliate medical staff member identify categories of diagnosis, extent of anticipated patient activity, and service areas to be utilized and may prepare a statement of participation for the applicant, which shall be made a part of the application for appointment. A separate record shall be maintained for each applicant requesting

appointment to the medical staff.

- (C) Terms of appointment. Initial appointment to the medical staff shall be for a period not to exceed twenty-four months. Reappointment to the medical staff shall be done on a regular basis for a period not to exceed twenty-four months. Initial appointment, except appointment to the ~~honorary physician scholar~~ medical or limited staff categories, shall be provisional for six months regardless of the date of the appointment. During the period of the provisional appointment all applicants shall be subject to continuous review and reconsideration pursuant to these bylaws. Full appointment requires the evaluation of the ~~chief of the clinical department chair~~. If, after the six-month period, the ~~chief of the clinical department chair~~ does not recommend the provisional appointee for full appointment, the chief of the clinical department may recommend to the medical staff administrative committee to: 1. extend the provisional period, which is not considered an adverse action, for an additional six (6) months not to exceed a total of twelve (12) months for purposes of further monitoring and evaluation; or 2. terminate the provisional appointee's medical staff membership and clinical privileges may be terminated. In the event that the medical staff administrative committee recommends that an adverse action be taken against a provisional appointee, the provisional appointee shall be entitled to the provisions of due process as outlined in these bylaws.
- (D) Ethics and ethical relationship. The code of ethics as adopted, or as may be amended, by the American medical association, the American dental association, the American psychological association, American osteopathic association and the American podiatric medical association shall govern the professional ethical conduct of the respective members of the medical staff.
- (E) Procedure for appointment.
- (1) The written and signed application for membership on the medical staff shall be presented to the applicable chief of the clinical department. The applicant shall include in the application a signed statement indicating the following:
- (a) through (d) unchanged.
- (e) The applicant releases from any liability:
- (i) All representatives of university hospitals for acts performed in connection with evaluating the applicant's credentials or releasing information to other institutions for the purpose of evaluating the applicant's credentials in compliance with these bylaws performed in good faith ~~and without malice~~; and
- (ii) All third parties who provide information, including otherwise privileged and confidential information, to members of the medical staff, the Ohio state university hospitals staff, Ohio state university hospitals board members and members of the Ohio state university board of trustees concerning the applicant's credentials performed in good faith ~~and without malice~~.
- (f) through (h) unchanged.
- (2) unchanged.
- (3) An application for membership on the medical staff shall be considered complete when all the information requested on the application form is provided, the application is signed by the applicant and the information is verified. A

completed application must contain:

- (a) and (b) unchanged.
 - (c) Evidence of current professional medical malpractice liability coverage required for the exercise of clinical privileges.
 - (d) through (k) unchanged.
 - (l) Demonstration of recent active clinical practice during the last two years required for exercise of clinical privileges.
- (4) through (6) unchanged.
- (7) The credentials committee shall review the application, evaluate and verify the supporting documentation, references, licensure, the chief of the clinical department's report and recommendation, and other relevant information. The credentials committee shall examine the character, professional competence, qualifications and ethical standing of the applicant and shall determine, through information contained in personal references and from other sources available to the credentials committee, including an appraisal from the chief of the clinical department in which clinical privileges are sought, whether the applicant has established and meets all of the necessary qualifications for the category of medical staff membership and clinical privileges requested.

The credentials committee shall, within thirty days from receipt of a complete application, make a recommendation to the medical director that the application be accepted, rejected, or modified. The medical director shall forward the recommendation of the credentials committee to the medical staff administrative committee. The credentials committee or the medical director may recommend to the medical staff administrative committee that certain applications for appointment be reviewed in executive session. The recommendation of the medical staff administrative committee regarding an appointment decision shall be made within thirty days of receipt of the credentials committee recommendation and shall be communicated by the medical director, along with the recommendation of the medical director to the professional affairs, ~~research and education~~ committee of the university hospitals board, and thereafter to the university hospitals board. When the Ohio state university hospitals board has acted, the chairperson of the board shall instruct the medical director to transmit the final decision to the chief of the clinical department and applicant and, if appropriate, to the director of the applicable clinical division.

- (8) At any time the medical staff administrative committee first recommends non-appointment of an initial applicant for medical staff membership or recommends denial of any clinical privileges requested by the applicant, the medical staff administrative committee shall require the medical director to notify the applicant by certified return receipt mail that the applicant may request an evidentiary hearing as provided in paragraph (D) of rule 3335-43-06 of the Administrative Code. The applicant shall be notified of the requirement to request a hearing as provided by paragraph (B) of rule 3335-43-06 of the Administrative Code. If a hearing is properly requested, the applicant shall be subject to the rights and responsibilities of rule 3335-43-06 of the Administrative Code. If an applicant fails to properly request a hearing, the medical staff administrative committee shall accept, reject, or modify the application for appointment to membership and clinical privileges.

The final recommendation of the medical staff administrative committee shall be directly communicated to the university hospitals board by the medical director, who shall make a separate recommendation to the university hospitals board.

When the Ohio state university hospitals board has acted, the chairperson of the board shall instruct the medical director to transmit the final decision to the chief of the clinical department and applicant and, if appropriate, to the director of the applicable clinical division. The chairperson of the board shall also notify the dean of

the college of medicine and public health and the executive director of the Ohio state university hospitals of the decision of the board.

(F) Procedure for reappointment.

(1) unchanged.

(a) and (b) unchanged.

(c) Evidence of current professional medical malpractice liability insurance required for the exercise of clinical privileges.

(d) through (m) unchanged.

(n) Demonstration of recent active clinical practice during the last two years required for exercise of clinical privileges.

(2) unchanged.

(3) The medical director shall forward the reappointment forms and the recommendations of the chief of the clinical department to the credentials committee. The credentials committee shall review the request for reappointment in the same manner, and with the same authority as an original application for medical staff membership. The credentials committee shall review all aspects of the reappointment application including source verification of the member's quality assurance record for continuing membership qualifications and for clinical privileges. The credentials committee shall review each member's performance-based profile to ensure that the same level of quality of care is delivered by all medical staff members with similar delineated clinical privileges across all clinical departments and across all categories of medical staff membership.

The credentials committee shall forward its recommendations to the medical director at least thirty days prior to the end of the period of appointment. The medical director shall transmit the completed reappointment application and the recommendation of the credentials committee to the medical staff administrative committee.

Failure of the member to submit a reappointment application shall be deemed a voluntary resignation from the medical staff and shall result in automatic ~~termination~~ expiration of membership and all clinical privileges at the end of the medical staff member's current appointment period, which action shall not be subject to a hearing or appeal pursuant to rule 3335-43-06 of the Administrative Code. A request for reappointment subsequently received from a member who has been automatically ~~terminated~~ expired shall be processed as a new appointment.

Failure of the chief of the clinical department to act timely on an application for reappointment shall be the same as provided in paragraph (E)(5) of this rule.

Balance unchanged.

3335-43-05 Peer review and corrective action.

(A) Informal review.

All medical staff members agree to cooperate in informal review activities that are solely intended to improve the quality of medical care provided to patients at the Ohio state university hospitals. Information indicating a need for informal review, including patient complaints, disagreements, questions of clinical competence, inappropriate conduct and variations in clinical practice identified by the clinical departments or divisions and medical staff committees shall be referred to the applicable clinical department chief, who shall consult the medical director. The chief of the clinical department and the medical director shall evaluate the matter to determine the appropriate course of action. They may, as they deem necessary, consult with the affected medical staff member or obtain information or opinions from knowledgeable persons within the medical center as well as outside consultants. At the conclusion of their evaluation, the chief of the clinical department chief and the medical director shall make an initial written determination on whether:

(1) & (2) unchanged.

(3) Peer review under paragraph (B) of this rule is warranted.

In cases where the chief of the clinical department chief and medical director cannot agree on the need for peer review, the matter shall be submitted for peer review and determined as set forth in paragraph (B) of this rule.

If the chief of the clinical department chief and the medical director determine that informal resolution is appropriate, they may consult with the medical staff member, make recommendations for educational actions of additional training, sharing of comparative data or monitoring, issue informal letters of warning or provide other forms of guidance to the medical staff member to assist him or her in improving the quality of patient care. Such actions are not regarded as adverse, do not require reporting to any governmental or other agency, and do not invoke a right to any hearing. The chief of the clinical department and the medical director shall determine whether it is appropriate to include documentation of such actions in the medical staff member's file. If documentation is included in the member's file, the affected member shall have an opportunity to review it and may make a written response which shall also be placed in the file. Informal review under this paragraph is not a procedural prerequisite to the initiation of peer review under paragraph (B) of this rule.

(B) Peer review.

(1) Peer review may be initiated when a member of the medical staff of the Ohio state university hospitals:

(a) through (f) unchanged.

Peer review may be initiated by a chief of a clinical department, the medical director, any member of the medical staff, the executive director of the Ohio state

university hospitals, the dean of the college of medicine and ~~public health~~, any member of the board of the Ohio state university hospitals, or the vice president for health services. All requests for peer review shall be in writing, shall be submitted to the medical director, and shall specifically state the conduct or activities which constitute grounds for the requested action.

(2) through (6) unchanged.

- (7) The medical director shall have ten days to decide whether to accept, reject or modify the recommendation of the chief of the clinical department ~~chief~~. If the medical director decides the grounds are not substantiated, the medical director will notify the peer review committee, the chief of the clinical department ~~chief~~, the person(s) who filed the complaint and the affected medical staff member, in writing, that no further action will be taken.

If the medical director finds the grounds for the requested corrective action are substantiated, the medical director shall promptly notify the affected medical staff member of that decision and the corrective action that will be taken. This notice shall advise the affected medical staff member of his or her right to request a hearing before the medical staff administrative committee pursuant to rule 3335-43-06 of the Administrative Code and shall also include a statement that failure to request a hearing in the timeframe prescribed in this rule shall constitute a waiver of rights to a hearing and to an appeal on the matter and the affected medical staff member shall also be given a copy of the rule 3335-43-06 of the Administrative Code. This notification and an opportunity to exhaust the administrative hearing and appeal process shall occur prior to the imposition of the proposed corrective action unless the emergency provisions outlined in paragraph (D) of this rule apply. This written notice by the medical director shall be sent certified return receipt mail to the affected medical staff member's last known address as determined by university records.

(8) and (9) unchanged.

(C) Composition of peer review committee.

- (1) When the determination that peer review is warranted is made, the chief of the clinical department ~~chief~~ shall select three members of the medical staff to serve on a peer review committee.
- (2) Whenever the questions raised concern the clinical competence of the member under review, the chief of the clinical department ~~chief~~ shall select members of the medical staff to serve on the peer review committee who shall have similar levels of training and qualifications as the member who is subject to peer review.

Balance unchanged.

3335-43-06 Hearing and appeal process.

(A) Right to hearing and to an appeal.

(1) and (2) unchanged.

(B) Request for hearing.

(1) unchanged.

- (2) The failure of a medical staff member to request a hearing, to which the member is entitled by these bylaws within the time and in the manner herein provided, shall be deemed a waiver of the right to any review by the medical staff administrative committee. The medical director shall then implement the decision and that action shall become and remain effective against the medical staff member in the same manner as a final decision of the Ohio state university hospitals board as provided for in paragraph (F) of ~~this rule~~ 3335-43-05 of the Administrative Code. The medical director shall promptly inform the affected medical staff member that the proposed decision, which had entitled the medical staff member to a hearing, has now become final.
- (C) Notice of hearing.
- (1) unchanged.
- (a) and (b) unchanged.
- (2) The medical staff member shall be given at least ten days prior notice of the scheduled hearing, provided that this notice may be waived in writing by the medical staff member. Notice shall be by certified return receipt mail to the staff member at the staff member's last known address as reflected by university records. The notice of hearing shall state in concise language the acts or omissions with which the medical staff member is charged; a list of representative charts or documents being used; names of potential witnesses to be called; and any other reason or evidence that may be considered by the ~~medical staff administrative~~ hearing committee during the hearing.
- (D) Conduct of hearing.
- (1) The hearing committee shall select a chairperson from the hearing committee ~~membership~~ to preside over the hearing. The hearing committee shall have benefit of Ohio ~~State~~ state university legal counsel. The hearing committee may grant continuances, recesses, and the chairperson may excuse a member of the hearing committee from attendance temporarily for good cause, provided that there shall be at no time less than four members of the hearing committee present unless the affected staff member waives this requirement.
- All members of the hearing committee must be present to deliberate and vote. No member may vote by proxy. The person who has taken action from which the affected staff member has requested the hearing shall not participate in the deliberation or voting of the hearing committee. The hearing shall be a de novo hearing, although evidence of the prior recommendations and decisions may be presented.
- (2) through (12) unchanged.
- (E) Appeal process.
- (1) through (6) unchanged.
- (7) Any final decision by the university hospitals board shall be communicated by the medical director and by certified return receipt mail to the affected medical staff member at that member's last known address as determined by university records. The medical director shall also notify in writing the senior vice president for health sciences, the dean of the college of medicine ~~and public health~~, the executive director of the Ohio state university hospitals and the vice president for

health services, chief of staff, the chief of the clinical department chief, and the person(s) who initiated the request for peer review. The medical director shall take immediate steps to implement the final decision.

3335-43-07 Categories of the medical staff.

The medical staff of the Ohio state university hospitals shall be divided into ~~five~~ six categories: ~~honorary physician scholar~~ medical staff; attending medical staff; courtesy A medical staff; ~~courtesy B~~ medical staff; community affiliate medical staff; and limited staff. Medical staff members who do not wish to obtain any clinical privileges shall be exempt from the requirements of medical malpractice liability insurance, DEA registration and demonstration of recent active clinical practice during the last two years, but are otherwise subject to the provisions of these bylaws.

(A) Honorary Physician scholar medical staff.

(1) Qualifications: The ~~honorary physician scholar~~ medical staff shall be composed of those ~~individuals who hold emeritus faculty status and members of the colleges of medicine and dentistry~~ who are recognized for outstanding reputation, notable scientific and professional contributions, and high professional stature. This medical staff category includes but is not limited to emeritus faculty members. Nominations may be made to the medical director who shall present the candidate to the medical staff administrative committee for approval.

(2) Prerogatives: Members of the ~~honorary physician scholar~~ medical staff shall have access to the Ohio state university hospitals and shall be given notice of all medical staff activities and meetings. ~~However, members of the honorary medical staff shall not be required to attend staff meetings or pay medical staff dues.~~ Members of the honorary physician scholar medical staff shall enjoy all rights ~~and responsibilities~~ of an attending medical staff member except physician scholar members of the honorary medical staff shall not have the right to vote or hold elected office in the medical staff organization shall not possess clinical privileges.

(2) ~~Honorary medical staff members shall indicate at the time of appointment whether they wish to exercise clinical privileges, and shall be subject to the appointment and reappointment procedures specified in these bylaws.~~

~~Honorary medical staff members who do not wish to exercise any clinical privileges shall be exempt from the requirements of liability insurance, DEA registration and board certification, but are otherwise subject to the provisions of these bylaws.~~

(B) Attending medical staff.

(1) Qualifications: The attending medical staff shall consist of those faculty members of the colleges of medicine ~~and public health~~ and dentistry to whom clinical teaching responsibilities are assigned in the Ohio state university hospitals and who satisfy the requirements and qualifications for membership set forth in rule 3335-43-04 of the Administrative Code. The assignment of teaching responsibility is the prerogative of the chief of the clinical department or the chief's designee.

(2) Prerogatives:

An attending medical staff member may:

(a) Admit patients consistent with their clinical privileges and the balanced teaching and patient care responsibilities of the Ohio state university hospitals. When, in the judgment of the chief of the clinical department, a balanced teaching program is jeopardized, following consultation with the dean of the college of medicine ~~and public health~~ and the Ohio state university hospitals' executive director, and with the concurrence of a majority of the medical staff administrative committee, the chief of the clinical department may restrict an attending medical staff member's ability to admit patients. Imposition of such restrictions shall not entitle the attending medical staff member to a hearing or appeal pursuant to rule 3335-43-06 of the Administrative Code.

(b) through (d) unchanged.

(3) Responsibilities:

Each member of the attending medical staff with clinical privileges shall:

(a) through (f) unchanged.

(C) Courtesy A medical staff.

(1) Qualifications: The courtesy A medical staff shall consist of those faculty members of the colleges of medicine ~~and public health~~ and dentistry who do not qualify for attending medical staff appointment. This category includes:

(a) community physicians who routinely admit patients to the Ohio state university hospitals and who actively participate in teaching programs; and

(b) consultants who are of recognized professional ability and expertise who provide a service not readily available from the attending medical staff. These individuals provide services at the Ohio state university hospitals only at the request of other members of the medical staff.

(2) Prerogatives:

The courtesy A medical staff may:

(a) Exercise such clinical privileges as are granted pursuant to these bylaws.

(b) Admit, consistent with their clinical privileges, patients ~~that~~ who complement the clinical teaching program. At times when inpatient beds at the Ohio state university hospitals or other resources are in short supply, patient admissions of courtesy A medical staff shall be subordinate to those of attending medical staff.

~~(b) Exercise such clinical privileges as are granted pursuant to these bylaws.~~

(c) Attend meetings as a member of the medical staff and the clinical department of which he or she is a member and any medical staff or the Ohio state university hospitals education programs. The courtesy A medical staff member may vote for and be eligible to hold a position on

the medical staff administrative committee reserved for the representative of the courtesy A or community affiliate medical staff as set forth in paragraph (D) of rule 3335-43-09 and paragraph (~~D~~ C) of rule 3335-43-10 of the Administrative Code. Members of the courtesy A medical staff may serve on non-elected medical staff committees as provided by these bylaws.

- (3) Responsibilities: Each member of the courtesy A medical staff with clinical privileges shall be required to discharge the basic responsibilities specified in paragraph (B)(3) of this rule.

(D) Courtesy B medical staff.

- (1) Qualifications: The courtesy B medical staff shall consist of those faculty members of the colleges of medicine and dentistry who do not qualify for attending medical staff appointment. This category is comprised of referring physicians who desire to be associated with the Ohio state university hospitals to refer and follow patients. Courtesy B medical staff members shall not possess clinical privileges.

- (2) Prerogatives:

Courtesy B medical staff members may:

- (a) Have access to the Ohio state university hospitals and shall be given notice of all medical staff activities and meetings.
- (b) Attend meetings as a member of the medical staff and the clinical departments of which he or she is a members and any medical staff or the Ohio state university hospitals education programs.
- (3) The grant of courtesy B medical staff appointment to physicians is a courtesy only, and may be terminated by the university hospitals board upon recommendation of the medical staff administrative committee with no right to a hearing or appeal.

(E) Limited staff.

Limited staff are not considered full members of the medical staff, do not have delineated clinical privileges and do not have the right to vote in general medical staff elections. Except where expressly stated, members of the limited staff are bound by the terms of these bylaws, the rules and regulations of the medical staff, and the limited staff agreement.

- (1) Qualifications:

(a) through (c) unchanged.

- (2) Responsibilities:

Each member of the limited staff shall:

(a) and (b) unchanged.

(c) Participate in the care of all patients assigned to the limited staff member under the appropriate supervision of a designated member of the

attending or courtesy A medical staff in accordance with accreditation standards and policies and procedures of the clinical training programs. The clinical activities of the limited staff shall be determined by the program director appropriate for the level of education and training. Limited staff shall be permitted to perform only those services that they are authorized to perform by the member of the attending or courtesy A medical staff based on the competence of the limited staff to perform such services. The limited staff may admit or discharge patients only when acting on behalf of the attending or courtesy A medical staff. The limited staff member shall follow all rules and regulations of the service to which the limited staff member is assigned, as well as the general rules of the Ohio state university hospitals pertaining to limited staff. Specifically, a limited staff member shall consult with the attending or courtesy A member of the medical staff responsible for the care of the patient before the limited staff member undertakes a procedure or treatment that carries a significant, material-risk to the patient unless the consultation would cause a delay that would jeopardize the life or health of the patient.

(d) through (f) unchanged.

(3) and (4) unchanged.

(5) Supervision.

Limited staff members shall be under the supervision of an attending or courtesy A medical staff member. Limited staff members shall have no privileges as such but shall be able to care for patients under the supervision and responsibility of their attending or courtesy A medical staff member. The care they extend will be governed by these bylaws and the general rules and regulations of each clinical department. The practice of care shall be limited by the scope of privileges of their attending or courtesy A medical staff member. Any concerns or problems that arise in the limited staff member's performance should be directed to the attending or courtesy A medical staff member or the director of the training program.

- (a) Limited staff members may write orders for the care of patients under the supervision of the attending or courtesy A medical staff member.
- (b) All records of limited staff member cases must document involvement of the attending or courtesy A medical staff member in the supervision of the patient's care to include co-signature of the history and physical operative report, and discharge summary.

(~~E~~ F) Community affiliate medical staff.

(1) Unchanged.

(2) Prerogatives:

A community affiliate medical staff member may:

(a) through (c) unchanged.

(3) Responsibilities:

Each member of the community affiliate medical staff shall:

(a) and (b) unchanged.

(c) Not be eligible to vote on medical staff policies, rules and regulations, or bylaws. The community affiliate medical staff member may vote for and be eligible to hold the position on the medical staff administrative committee reserved for the representative of the courtesy A and community affiliate medical staff as set forth in paragraph (D) of rule 3335-43-09 and paragraph (~~D~~C) of rule 3335-43-10 of the Administrative Code. Members of the community affiliate medical staff may serve on non-elected medical staff committees as provided by these bylaws.

(d) unchanged.

(~~F~~G) Clinical privileges.

(1) Delineation of clinical privileges:

(a) through (d) unchanged.

(2) through (7) unchanged.

(8) Other licensed health care professionals.

(a) and (b) unchanged.

(c) Licensed health care professionals shall apply and re-apply for clinical privileges on forms prescribed by the medical staff administrative committee and shall be processed in the same manner as provided in rule 3335-43-04 of the Administrative Code subject to the provisions of paragraph (~~E~~ G)(8) of this rule.

(d) through (j) unchanged. .

(k) Appeal process.

(i) through (iv) unchanged.

(v) New or additional matters shall only be considered on appeal at the sole discretion of the professional affairs, ~~education and research~~ committee.

(vi) unchanged.

(vii) Any final decision by the university hospitals board executive committee shall be communicated by the medical director and by certified return receipt mail to the last known address of the licensed health care professional as determined by university records. The medical director shall also notify in writing the senior vice president for health sciences, the dean of the college of medicine and ~~public health~~, the executive director of the Ohio state university hospitals and the vice president for health services and the chief of the applicable clinical department or departments. The medical director shall take immediate steps to implement the final decision.

(l) unchanged.

Balance unchanged.

3335-43-08 Organization of the medical staff.

(A) Each member of the attending medical, courtesy A and B medical, community affiliate medical, limited, and ~~honorary~~ physician scholar medical staff shall be assigned to a clinical department and division, if applicable, upon the recommendation of the applicable chief of the clinical department.

(B) Names of clinical departments and divisions.

(1) through (16) unchanged.

(17) Surgery. The following divisions are designated:

General and gastrointestinal surgery
Pediatric surgery
Plastic surgery
Surgical oncology
Thoracic and cardiovascular surgery
Transplant
Trauma, critical care and burn
Vascular diseases and surgery

(18) and (19) unchanged.

(C) The directors of the divisions in the Ohio state university hospitals shall be appointed by the chiefs of the clinical departments in the Ohio state university hospitals in which the divisions are included. Clinical divisions may be added or deleted upon the recommendation of the ~~chief of the clinical department~~ chief with the concurrence of a majority of the medical staff administrative committee.

(D) Qualifications and responsibilities of the chief of the clinical department.

The academic department chairperson shall ordinarily serve also as the chief of the clinical department. Each chief of the clinical department ~~chief~~ shall be qualified by education and experience appropriate to the discharge of the responsibilities of the position. Each chief of the clinical department ~~chief~~ must be board certified by an appropriate specialty board or must establish comparable competence. The chief of the clinical department must be a medical staff member at the Ohio state university hospitals. Such qualifications shall be judged by the respective dean of the college of medicine ~~and public health~~ or dentistry. Qualifications for chief of the clinical department generally shall include: recognized clinical competence, sound judgment and well-developed administrative skills.

(1) Procedure for appointment and reappointment of the chief of the clinical department.

Appointment or reappointment of chief of the clinical department shall be made by the dean of the respective college of medicine ~~and public health~~ or dentistry in consultation with elected representatives of the medical staff and the medical director.

- (2) Term of appointment of the chief of the clinical department.

The term of appointment of the chief of the clinical department shall be concurrent with the chief's academic appointment but shall be no longer than four years. Prior to the end of said four-year term, a review shall be conducted by the dean of the college of medicine ~~and public health~~ and such review shall serve as the basis for the recommendation for reappointment pursuant to paragraph (D)(1) of this rule.

- (3) Duties of the chief of the clinical department.

Each chief of the clinical department ~~chief~~ shall:

- (a) Be accountable for all clinical professional and administrative activities within the clinical department.

(b) through (h) unchanged.

- (i) Hold monthly clinical department meetings or insure that monthly clinical division meetings are held. In clinical departments with monthly clinical division meetings, the chief of the clinical department must hold clinical department meetings at least quarterly. The agenda for the meetings shall include, but not be limited to a discussion of the clinical activities of the department. Minutes of departmental meetings, including a record of attendance, shall be electronically available and/or distributed to all medical staff members in the clinical department, and such minutes shall be kept in the clinical department and the medical director's office.

(j) through (k) unchanged.

3335-43-09 Elected officers of the medical staff of the Ohio state university hospitals.

(A) through (C) unchanged.

- (D) Representative of the courtesy A or community affiliate medical staff.

- (1) There shall be a member of the courtesy A or community affiliate medical staff, elected solely by courtesy A and community affiliate medical staff members, who shall serve on the medical staff administrative committee as provided by paragraph (~~D~~ C) of rule 3335-43-10 of the Administrative Code.

- (2) The courtesy A or community affiliate medical staff member representative shall be selected from written or electronic nominations made by members of the courtesy A and community affiliate medical staff. Nominees shall be submitted in writing or electronically to all members of the courtesy A and community affiliate medical staff for voting no later than March first of the election year.

(3) unchanged.

- (4) Any vacancy shall be filled from among the membership of the courtesy A and community affiliate medical staff by the chief of staff. The member so appointed shall serve until the next scheduled election, unless removed by a majority vote upon written ballot of the courtesy A medical staff. Grounds for removal shall be the same as referenced in paragraph (F)(6) of this rule.

- (5) No other provisions of this rule shall apply to the courtesy A medical staff

representative. Members of the courtesy A and the community affiliate medical staff shall not be eligible to vote for or hold other elected office in the medical staff organization.

(E) Qualifications of officers.

- (1) Officers must be members of the attending staff at the time of their nomination and election and must remain members in good standing during the term of their office. Failure to maintain such status shall immediately create a vacancy in the office involved.
- (2) The medical director, associate medical directors, assistant medical directors and chiefs of the clinical departments shall not be eligible to serve as chief of staff or chief of staff-elect unless they are replaced in their Ohio state university hospitals administrative role during the period of their term of office.

(F) through (G) unchanged.

(H) Vacancies in office.

(1) and (2) unchanged.

- (3) Vacancies in the at-large representatives and courtesy A and the community affiliate medical staff positions shall be filled by appointment by the chief of staff.

3335-43-10 Administration of the medical staff of the Ohio state university hospitals.

(A) and (B) unchanged.

(C) Medical staff administrative committee:

(1) Composition.

- (a) This committee shall consist of the following voting members: chief of staff, chief of staff-elect, chiefs of the clinical departments, three medical staff representatives elected at large, one medical courtesy A or the community affiliate medical staff representative, the medical director, and the executive director of the Ohio state university hospitals. Additional members may be appointed to the medical staff administrative committee at the recommendation of the dean or the chief medical officer of the OSU health system subject to the approval of the medical staff administrative committee and subject to review/renewal on a yearly basis. The medical director shall be the chairperson and the chief of staff shall be vice-chairperson.

(b) and (c) unchanged.

(2) through (4) unchanged.

(D) Health system credentialing committee:

(1) and (2) unchanged.

(3) Licensed health care professionals subcommittee:

(a) and (b) unchanged.

(E) through (I) unchanged.

(J) Leadership council for clinical value enhancement.

The leadership council shall consist of members appointed in accordance with paragraph (A)(6) of rule 3335-43-09 of the Administrative Code, and shall include the senior vice president for health sciences and dean of the college of medicine and public health and the chairperson of the professional affairs committee of the university hospitals board as ex-officio members without a vote. The medical director shall be the chairperson of the leadership council.

(1) and (2) unchanged.

(3) ~~Outcomes measurement policy group.~~

(a) ~~Composition:~~

~~The members shall be appointed in accordance with paragraph (A)(6) of rule 3335-43-09 of the Administrative Code, and shall include members of the medical staff from various clinical areas and support services, and representatives of nursing, pharmacy, information systems, hospitals administration, and any other appropriate areas. The chairperson of the policy group shall be a physician member of the medical staff.~~

(b) ~~Duties:~~

(i) ~~To oversee the prioritization, planning and analysis of outcomes measurement projects to be conducted as part of quality improvement initiatives at the Ohio state university hospitals. Prioritization and planning should be based on the prioritization criteria and the annual priorities approved by the leadership council for clinical value enhancement.~~

(ii) ~~To oversee the development of outcomes measurement, risk assessment, and risk stratification tools for use in quality improvement initiatives at the Ohio state university hospitals.~~

(iii) ~~To report and recommend to the leadership council for clinical value enhancement specific process and outcomes measures for each clinical practice guideline.~~

(iv) ~~To present and communicate outcomes measurement data to the leadership council for clinical value enhancement.~~

(v) ~~To oversee ongoing education of medical staff (including specifically housestaff) and other appropriate Ohio state university hospitals staff regarding the fundamental concepts and value of outcomes measurement and its relation to quality improvement.~~

(vi) ~~To initiate and support research projects when appropriate in support of the objectives of the leadership council for clinical value enhancement.~~

(vii) ~~To regularly report a summary of all actions to the leadership~~

council for clinical value enhancement.

(4) Clinical practice guidelines policy group.

(a) Composition:

~~The members shall be appointed in accordance with paragraph (A)(6) of rule 3335-43-09 of the Administrative Code, and shall include medical staff members from various clinical departments and support services, the director of the clinical quality and management policy group, and representatives of nursing and hospitals administration. The chairperson of the policy group shall be a physician member of the medical staff.~~

(b) Duties:

(i) ~~To oversee the planning, development, approval, implementation and periodic review of clinical practice guidelines for use within the Ohio state university hospitals and its affiliated institutions. Planning should be based on the prioritization criteria approved by the leadership council for clinical value enhancement and review should focus on incorporating recent medical practice, literature or developments. Annual review should be done in cooperation with members of the medical staff with specialized knowledge in the field of medicine related to the guideline.~~

(ii) ~~To report regularly to the leadership council for clinical value enhancement for approval of all new and periodically reviewed clinical practice guidelines for use within the Ohio state university hospitals and its affiliated institutions.~~

(iii) ~~To oversee the development, approval and periodic review of the clinical elements of computerized ordersets and clinical rules to be used within the information system of the Ohio state university hospitals and its affiliated institutions. Computerized ordersets and clinical rules related to specific practice guidelines should be forwarded to the leadership council for clinical value enhancement for approval. All other computerized value enhancement for approval. All other computerized ordersets and clinical rules should be forwarded to the leadership council for clinical value enhancement for information.~~

(iv) ~~To oversee the development, approval, implementation and periodic review of clinical care pathways for use within the Ohio state university hospitals and its affiliated institutions.~~

(v) ~~To oversee ongoing education of the medical staff (including specifically housestaff) and other appropriate Ohio state university hospitals staff on the fundamental concepts and value of clinical practice guidelines.~~

(vi) ~~To regularly report a summary of all actions to the leadership council for clinical value enhancement.~~

Evidence-based practice policy group.

(a) Composition: The members shall be appointed in accordance with

paragraph (A)(6) of rule 3335-43-09 of the Administrative Code, and shall include medical staff members from various clinical departments and support services, representatives of nursing, pharmacy, information systems, hospitals administration, and the chair of the clinical quality and management policy group. The chairperson of the policy group shall be a physician member of the medical staff.

(b) Duties:

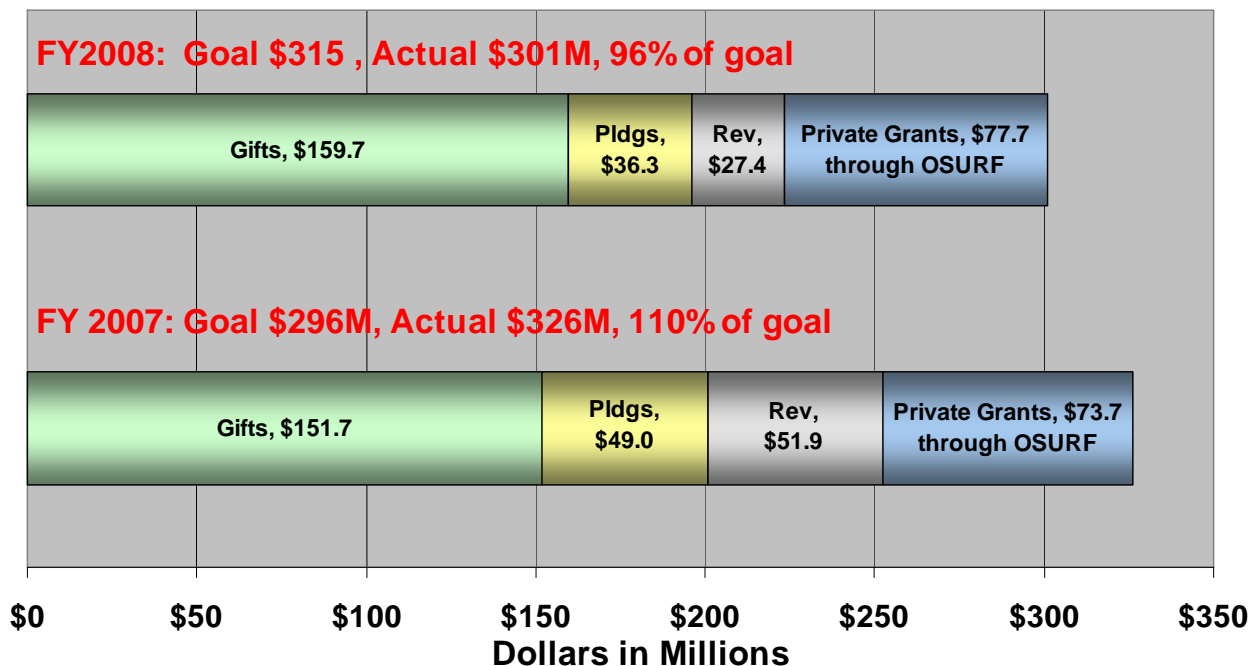
- (i) To oversee the planning, development, approval, implementation and periodic review of evidence-based medicine resources (i.e., clinical practice guidelines, quick reference guides, clinical pathways, and clinical algorithms) for use within the Ohio state university hospitals and its affiliated institutions. Planning should be based on the prioritization criteria approved by the leadership council for clinical value enhancement and review should focus on incorporating recent medical practice, literature or developments. Annual review should be done in cooperation with members of the medical staff with specialized knowledge in the field of medicine related to the guideline.
- (ii) To report and recommend to the leadership council for clinical value enhancement specific process and outcomes measures for each evidence-based medicine resource.
- (iii) To oversee ongoing education of medical staff (including specifically limited staff) and other appropriate Ohio state university hospitals staff regarding the fundamental concepts and value of evidence-based practice and outcomes measurement and its relation to quality improvement.
- (iv) To initiate and support research projects when appropriate in support of the objectives of the leadership council for clinical value enhancement.
- (v) To oversee the development, approval and periodic review of the clinical elements of computerized ordersets and clinical rules to be used within the information system of the Ohio state university hospitals and its affiliated institutions. Computerized ordersets and clinical rules related to specific practice guidelines should be forwarded to the leadership council for clinical value enhancement for approval. All other computerized ordersets and clinical rules should be forwarded to the leadership council for clinical value enhancement for information.
- (vi) To regularly report a summary of all actions to the leadership council for clinical value enhancement.



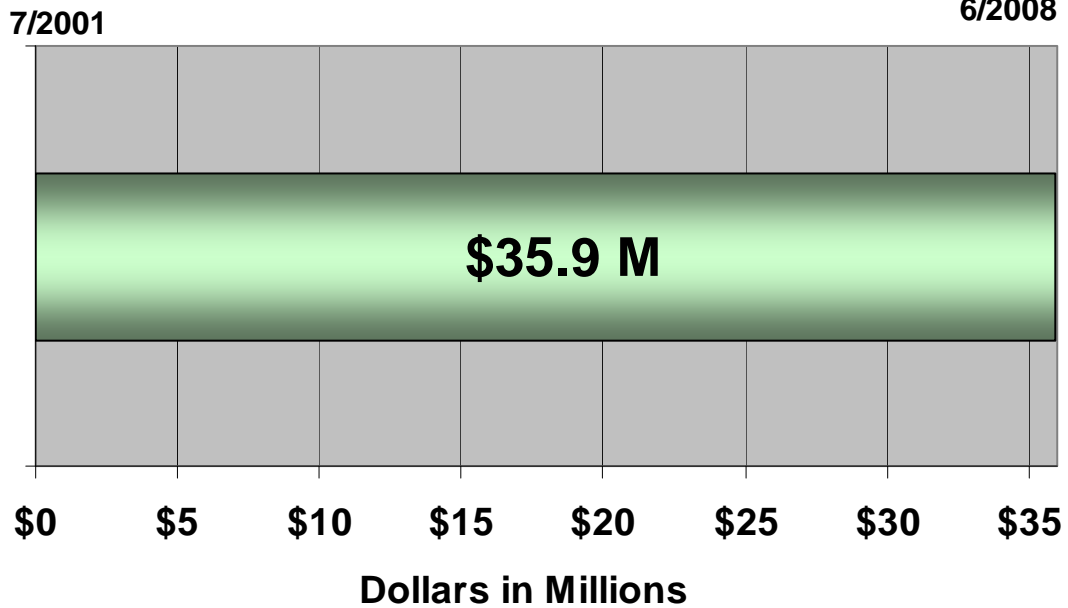
The Ohio State University Foundation

**Private Gifts, Grants and Net Commitments (in millions)
Fiscal Year 2008 compared to Fiscal Year 2007**

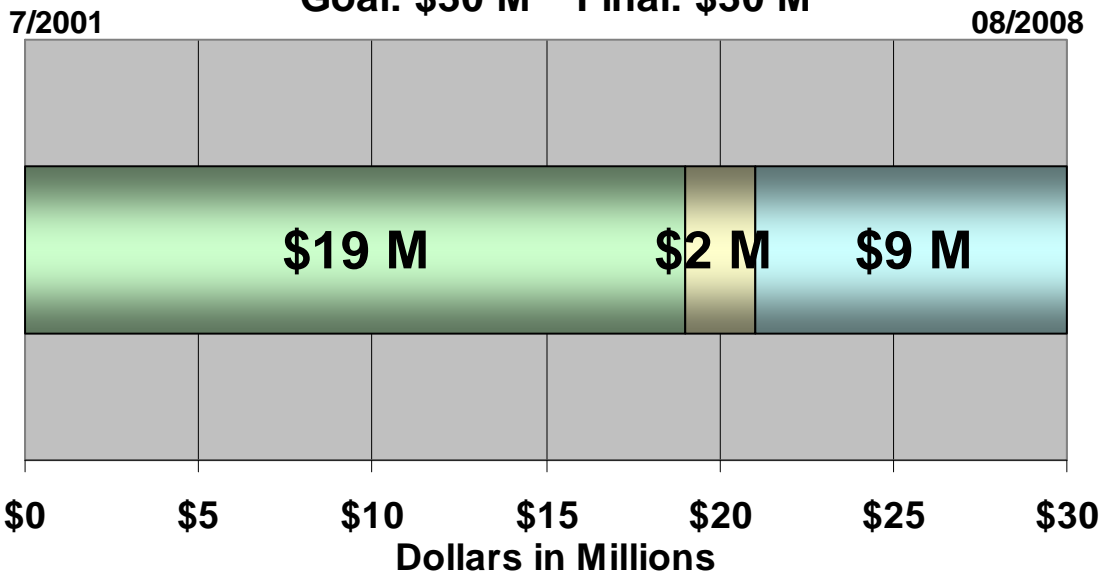
	<u>FY 2008</u>	<u>FY 2007</u>	<u>% Change</u>
Outright Gifts	\$ 159.7	\$ 151.7	5%
Private Grants (through OSURF)	77.7	73.8	5%
Subtotal Outright Gifts and Grants	237.4	225.5	5%
Pledges	36.3	49.0	-26%
Revocable Planned Gifts	27.4	51.9	-47%
Total Gifts, Grants & Commitments	\$ 301.1	\$ 326.4	-8%
Fiscal Year Goal	\$ 315.0	\$ 296.0	6%
% Achieved	96%	110%	

FY2008 and FY2007 Compared to Goal


**The Ohio State University Moritz College of Law
Investing in Momentum Campaign
Goal: \$30 M Final: \$35.9 M**



**The Ohio State University
William Oxley Thompson Library Campaign
Goal: \$30 M Final: \$30 M**



- Private Gifts
- University Funds
- Athletics Transfer

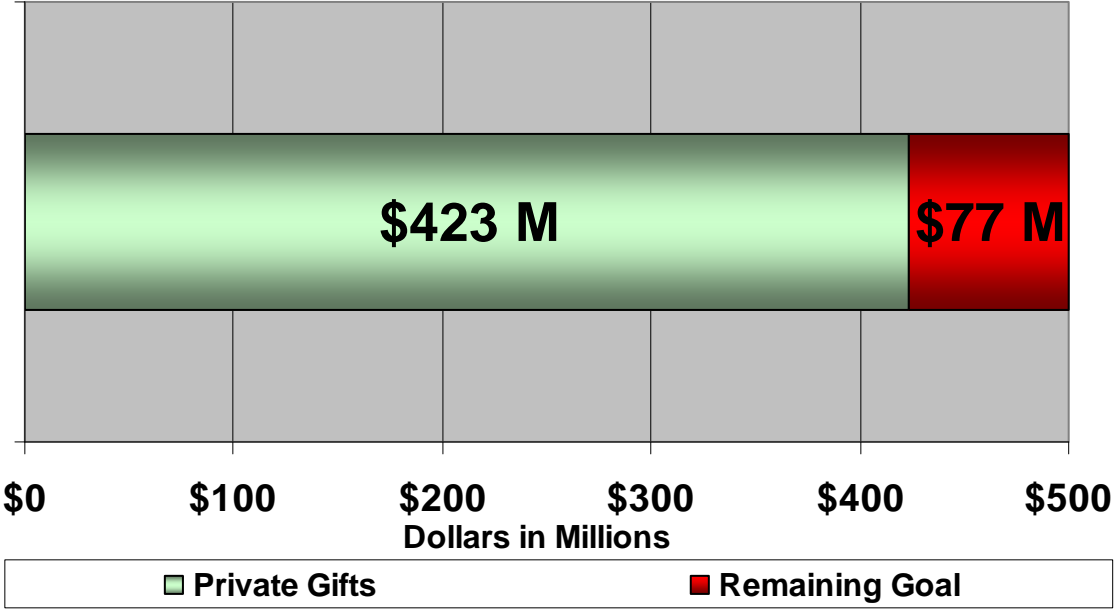
The Ohio State University Medical Center
Power to Change Lives Campaign

Goal: \$500 M To Date: \$423 M

7/2001

7/2008

6/2009



WORKING DRAFT



The Ohio State University Foundation Annual Goal Setting Fiscal Year 2008-2009

FY09 Gifts, Grants and Commitments Goal	
Outright Gifts	\$ 170,299,000
Private Grants (through OSURF)*	\$ 68,251,000
FY09 Outright Gifts and Grants Goal	\$ 238,550,000
Pledges	\$ 67,231,000
Planned Gifts	\$ 45,065,000
Total FY09 Goal	\$ 350,846,000

* preliminary projection based on 3-year average activity



The Ohio State University Foundation
Fiscal Year 2009 Progress through August compared to FY 2008

FY09 Total Gift, Grant and Commitment Goals Actual to Date through August		Compared to FY08 through August	% change
Outright Gifts	\$ 16,107,408	\$ 14,461,427	11.4%
Private Grants (through OSURF)	\$ 14,943,853	\$ 12,794,250	16.8%
FY09 Outright Gifts and Grants	\$ 31,051,261	\$ 27,255,677	13.9%
Pledges	\$ 6,202,804	\$ 3,483,184	78.1%
Planned Gifts	\$ 2,830,241	\$ 2,366,276	19.6%
Total FY09 Goal	\$ 40,084,306	\$ 33,105,138	21.1%

Campaign Planning Update

- **Fiscal Year 09 Goal Setting Process**
- **Preliminary Campaign Projections**
- **Stewardship Survey**
 - Personal meetings with 1,500 donors, Oct - Apr
 - Assess their giving experience to learn where we need to improve our stewardship

1. What was your **KEY motivating factor** for making this gift? (*only ONE please*)

Write donor response here:

DO NOT READ THE FOLLOWING AS OPTIONS – ONLY USE THEM AS PROMPTS WHEN NEEDED

After donor response, check one item below

- | | |
|--|---|
| <input type="checkbox"/> Helping students
<input type="checkbox"/> Supporting faculty
<input type="checkbox"/> Supporting research
<input type="checkbox"/> Loyalty to Ohio State
<input type="checkbox"/> Personal experience at Ohio State | <input type="checkbox"/> Involvement/interest in this specific area of support
<input type="checkbox"/> Benefits / perks (tickets, etc.)
<input type="checkbox"/> Other |
|--|---|

14. When comparing Ohio State to other philanthropies you support, Ohio State does a better job in:
(please CIRCLE response)

	Strongly Disagree				Strongly Agree
A. Expressing appreciation	1	2	3	4	5
B. Providing appropriate recognition	1	2	3	4	5
C. Using gifts properly and effectively	1	2	3	4	5
D. Informing you of the gift's impact	1	2	3	4	5
E. Investment performance and financial accountability	1	2	3	4	5

FY 2009 Budget In Brief

Setting Budget Priorities

- Budget Context
- Academic Progress
- Financial Progress
- Budget Allocation Process
- FY 2009 Priorities

FY 2009 Revenue Summary

- Overview
- State Support
- Student Fees
- Sponsored Research
- Internal Overhead and Service Charge
- Assessments
- Other Income
- Long-Term Investment Pool Distributions

FY 2009 Expenditure Summary

- Resource Allocation
- Changes by Category
- Changes by College and Academic Support Unit

Regional Campuses

- Budget Context
- Revenues and Expenditures

Multi-Year Commitments and Financial Goals

- Multiple Year Commitments
- Financial Goals
- Conclusions

Selected Definitions

Setting Budget Priorities

Budget Context

On October 1, 2007, Gordon Gee returned to Ohio State to serve as the university's 14th president. He set out six strategic goals. The university's FY 2009 current funds budget will fund progress toward these goals.

By February 2008, the worsening economic conditions in both Ohio and the nation caused General Revenue Fund receipts for the State of Ohio to be substantially below the original estimates used in the 2008-2009 biennial state budget (Am. Sub. H.B. 119). On February 20, 2008, the Office of Budget and Management recalibrated the revenue estimates for the State of Ohio and instituted budget reductions and spending controls. While many state agencies received significant budget reductions, higher education was, for the most part, held harmless. In particular, the funding for state subsidy payments to colleges and universities was protected and the tuition freeze for undergraduate students remained in place. Fiscal year 2008 ended with the state's revised revenue estimates and the budget reductions and spending limitations tracking closely. Fiscal year 2009 will continue to be a challenge for the state as the economy and tax receipts remain uncertain.

Six Strategic Goals

President Gee has said that by accomplishing these goals, "Ohio State will distinguish itself and fulfill the enormous responsibilities that come with its global presence."

The Six Strategic Goals

- Forge *One* Ohio State University.
- Put Students First.
- Focus on Faculty Success.
- Recast Our Research Agenda.
- Commit to Our Communities.
- Simplify University Systems and Structures.

Academic Progress

Ohio State made substantial progress in a number of targeted areas in FY 2008, including:

- Four-year graduation rates increased dramatically to 46%, 11% over the past 5 years. During this same period, Ohio State's freshman-sophomore retention rate also rose nearly 5%, to 92.4%, exceeding the national mean of 78%.
- Ohio State was ranked by the National Science Foundation among the Top 10 public research universities for sponsored research (moving from 12th to 7th since 2002) and was named among the Top 20 public universities by *U.S. News & World Report*, ranking 19th in 2008 among all public universities (moving from 22nd in the last 5 years).
- For the 13th consecutive year, the incoming first-year class was the best-prepared in history. The average ACT score was 27.0 (up from 25.2 in Autumn 2002); 53% of freshmen were

in the top 10% of their high school class, and 89% were in the top 25%, compared to 32% and 67%, respectively, in Autumn 2002.

- Ohio State ranks as one of the nation's top public universities for students studying abroad and for its international student enrollment (*Open Doors 2007*) and is home to more prestigious Fulbright fellowships than any other university in Ohio (*Council For International Exchange of Scholars*). In addition, in 2008, Ohio State was recognized for its exemplary outreach and engagement partnerships (*Outreach Scholarship W.K. Kellogg Foundation Engagement Award*).

OSU's Rank Among Its Benchmarks

(U.S. News and World Report 2008 Rank)

1. Michigan
2. UCLA
3. Wisconsin-Madison
3. Texas-Austin
5. Illinois-Urbana/Champaign
6. Washington
7. Ohio State
8. Minnesota-Twin Cities
9. Arizona

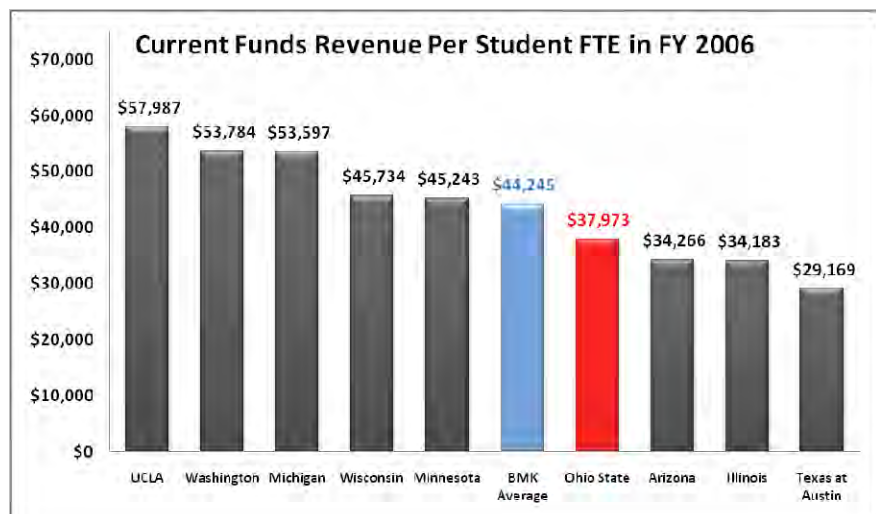
Financial Progress

Ohio State also has made significant financial progress in several areas. For example, as a result of an increase in state funding and the tuition freeze under Amended Substitute House Bill 119, undergraduate instructional and general fees were not increased for FY 2008 or FY 2009.

At the beginning of the FY 2009 budget planning process, the university presented a financial benchmark report to its Board of Trustees. The report compares OSU's financial trends with eight benchmark institutions in a number of key areas.

The eight institutions represent public higher education institutions of the highest quality that most closely resemble Ohio State in organization and mission. The institutions represent both Ohio State's peers and its aspirational peers. As the Ohio Board of Regents is in the process of establishing statewide benchmarks for the purpose of measuring the success of the University System of Ohio (USO), the composition of Ohio State's benchmarks will likely be changing. Ohio State is working with the Board of Regents to select an appropriate set of peer institutions based on USO-established criteria, which will be used both for measuring USO success and for financial benchmarking. This process is expected to be completed sometime in the coming year. Financial comparisons follow in the narrative below for FY 2006, the year of the most recent audited financial data available on the current set of benchmarks.

In comparing Ohio State with our peer institutions on funds earned and expended, in FY 2006 current fund revenues are 14.2% below the average



of our benchmark institutions. This is a result of gift, grant, and contract revenues for our peer institutions continuing to outpace Ohio State's revenues in these areas. However, this represents a 12% improvement over FY 1996, when OSU's revenues were 26% below the average benchmark. This improvement is due to certain revenue sources, such as state support, tuition and fees, and government grants and contracts, growing at a faster pace for OSU when compared with the benchmark average. Despite Ohio State's revenue sources continuing to lag behind this average (except tuition and fees), the gap between OSU and the benchmark average has closed dramatically since FY 1996.

As in previous years, for FY 2006, state support per student FTE at Ohio State (\$8,884) continues to be lower than the benchmark average (11.2% less in FY 2006). As state appropriations had been declining in recent years, the average annual change rate from 1996 to 2006 was -0.4% in 2006 constant dollars. When FY 2008 and FY 2009 data become available, this pattern is expected to improve as a result of the enactment of Am. Sub. H.B. 119, which has increased state support to the university. A table detailing the history of resident undergraduate tuition and state share of instruction from 1960 to 2009 appears in Appendix VI.1.

In comparing instructional versus non-instructional spending, instructional expenditures per student FTE at Ohio State are 2.0% above the benchmark average, while expenditures on academic support¹ outside the classroom are 31% below the benchmark average.

In examining FY 2008 fees and tuition data, average resident undergraduate tuition and fees at Ohio State are 6.6% above the average for the benchmark institutions listed on page two. With the new state budget bill in place, which increased state support and froze tuition rates for FY 2008 and FY 2009, as anticipated, this gap between Ohio State and the benchmark average narrowed 2.7% from last year.

2008 Peer Assessment		Annual Tuition & Fees Rank
Rank	University	
39	Ohio State	5
67	Miami	1
92	Ohio University	4
137	Cincinnati	2
137	Bowling Green	3
160	Kent State	6

Sources: Peer Rankings: Based on scores from the U.S. News and World Report's 2008 College Ranking. Tuition/Fee Rankings: Ohio Board of Regents, Fall Survey of Student Charges, For Academic Year 2007-2008.

Among public universities in Ohio, Ohio State ranks highest in academic reputation and, given the statewide tuition freeze, will have the second lowest student fees among Ohio's six public four-year universities with selective admissions. This makes Ohio State an excellent value for students and taxpayers, but it also means Ohio State does not have the resources to match its competition in key academic and support areas.

The university will continue to develop benchmarking of key academic, demographic, and administrative issues to inform decisions on budget prioritization.

¹ Includes all non-instructional expenses: research, public service, academic support, student services, instructional support, operation and maintenance of plant, and scholarships and fellowships expenses, excluding discounts/allowances.

Budget Allocation Process

Over the past decade the university has moved toward a budget process that more directly aligns financial incentives for the colleges with the academic goals of the university. The budget process aligns the allocation of new revenues with the Academic Plan and reconciles college base budgets with academic goals. Beginning in FY 2003, annual increases in revenues and expenditures were shared with the colleges based on the following principles of the new budget system:

Principles of Budget System:

- The allocation of resources should be mission driven.
- In a large, complex organization, decentralized decision-making works best.
- Any budget system, but particularly one that is decentralized, depends on the creation and maintenance of a timely and user-friendly information system.
- A significant portion of revenues should be explicitly linked to the generating units, specifically the colleges.
- A portion of all revenues should be dedicated to the support of university-wide goals.
- Costs should also be explicitly linked to the generating college or vice presidential area.
- Although the system should be mission driven, predictability and stability are also important characteristics.
- Appropriate oversight and accountability should be provided by the university's governance and administrative structure.
- A carefully thought out transition is essential to the ultimate success of any changes in the budget system.

In FY 2007, the University Senate Fiscal Committee undertook a comprehensive review of the shifts in marginal resources among the colleges since the inception of the revised budget process to determine if the budget process is providing proper incentives for colleges to generate and use resources consistent with the goals of the Academic Plan. This review resulted in recommendations of incremental changes to offset funding shifts among the colleges teaching undergraduates that were unanticipated when budget restructuring was implemented. Changes implemented included the weighting of the marginal increase in undergraduate revenues to recognize the differential cost of delivering undergraduate programs. In FY 2009 the marginal increase in the doctoral subsidy (about \$7 million) will be set aside to further enhance quality doctoral programs.

Also in FY 2007, the Provost and Senior Vice-President for Business and Finance appointed an ad hoc Budget System Review Committee to assess how effectively Ohio State's budget system supports the Academic Plan, aligns resources and commitments with college and support unit activities, and provides central funding to optimize academic excellence and the services that support it. In a report issued in May 2008, the committee determined the underlying principles of the budget system are working as intended and made the following recommendations:

- All university resources should be used to promote academic and research excellence.

- Resources and responsibility for achieving the goals set forth in the Academic Plan must be shared by all offices of the university, both vertically and horizontally.
- New strategic investment funds of at least \$10M cash should be found annually within the university's budget to drive further quality improvements.
- Deans should work with department chairs, with each other, and with the Provost to develop strategies to reward academic quality and to promote trans-institutional interdisciplinary research.
- Systematically review on a regular basis the efficiency of central administration offices, as well as the centers, programs, and institutes that fall within their jurisdiction.
- The Provost should utilize current committees (Council on Academic Affairs or the General Education Curriculum Review Committee) or establish a working group(s) to develop processes whereby we can gather information on the effectiveness of our GEC instruction, the effectiveness of our majors and minors, and on student outcomes, i.e., post-graduation success.

The Provost has shared these recommendations with the university community for comment and may make changes in the allocation process based on the committee recommendations and the university community reactions in the FY 2010 budget process. The objective is to assure a transparent budget allocation process so the success of resources aligned with expectations can be measured directly.

During FY 2008 the Graduate School carried out an assessment of all doctoral programs at Ohio State, which included the classification of Ohio State's doctoral programs by indicators of quality, as well as the identification of university-wide issues, challenges, and opportunities. The resulting report recommended that enhanced fellowship support be provided to programs classified as high quality or strong. This recommendation is in response to the finding that to compete with the best doctoral programs, stipends at Ohio State need to be increased, and that multi-year funding packages should be offered for outstanding doctoral students. Under this plan, students from the high quality or strong programs who are awarded Graduate School fellowships will also receive an annual \$3,000 increase over and above standard graduate school support levels. The commitment will be for four years, and funding will come from Graduate School resources. Details of this plan and expectations for the individual units will be worked out between the Graduate School and each participating doctoral program, but it is expected that programs receiving such commitments will use the enhanced support levels as part of their student recruitment activities.

FY 2009 Priorities

The FY 2009 budget is structured to support the following strategic objectives:

Operating Budget Strategic Objectives in FY 2009

- **Access: continue undergraduate tuition freeze without adverse financial impact on academic goals.**
- **Graduate Program Quality: significantly strengthened through program review, reduced tuition for dissertation students, and allocation of dollars to reflect quality.**
- **Competitive compensation: pay raise merit pool of at least 3.5% without reallocation for most units.**
- **Financial Stability: protection against uncertain economic Environment.**
- **Alignment: strategic objectives align with Academic Plan, President's six objectives, and Master Planning goals.**

The colleges are the key focal points to advancing the objectives of the Academic Plan. Consequently, the university's decentralized budget system is designed to ensure that at least 75% of increased annual revenues from tuition and fees and State Share of Instruction, as well as 100% of increased indirect cost recoveries, are distributed back to the generating colleges.

These strategic objectives are discussed in greater detail in Chapter III, FY 2009 Expenditure Summary.

In FY 2009, the economic forecast remains uncertain. The university will continue to monitor the GRF receipts over the next several months in order to assess the stability of the FY 2009 state budget.

Given the FY 2009 budget uncertainty, university leadership has chosen to establish a Stability Reserve of \$10M. Maintaining \$10M in the Stability Reserve allows the university to smooth the impact of the new distribution methodology changes currently being developed for implementation of the University System of Ohio. If no budget adjustment is necessary, then the money will be distributed as part of the FY 2010 Net Marginal Revenue, which will help to mitigate funding level changes between FY 2009 and FY 2010.

State support to the Columbus campus for FY 2009 is currently expected to grow by about 9.6%, the largest increase since FY 1987. In FY 2009 the state is providing the Columbus campus with \$376M in total core state support. Although undergraduate tuition will not increase, a tuition and fee revenue increase of 2.3% will be generated by higher retention rates and increases in graduate and professional tuition and the non-resident surcharge. In FY 2009, the university will continue to

strive to diversify its revenue sources through increased private fund raising and sponsored research.

The university continues to seek operating efficiencies through cost savings measures such as the Transition to Work program, Energy Sustainability, and other energy projects, as outlined in Chapter III. The budget context and initiatives for the regional campuses are discussed in Chapter IV. The university continues to advance effective financial stewardship by the updating and monitoring of financial goals and measurements as outlined in Chapter V.

The University System of Ohio

The FY 2010 budget will present new opportunities and challenges for Ohio State, as the state implements the University System of Ohio (USO) and a new, yet-to-be determined, subsidy distribution methodology. The underlying philosophy of the state's distribution methodology is changing from one which funds colleges and universities on credit hours and level of expense of the classes taught to one that rewards quality and performance. This change is intended to align the funding mechanism with the goals of the state's Strategic Plan for Higher Education. The performance measures currently being discussed by the Board of Regents and representatives of various institutions may include, but are not limited to:

- Enrollment goals
- Degree attainment
- Quality measures
- Research measures
- Efficiency goals

The University System of Ohio focuses on developing unique and individual missions for each institution of higher education in Ohio. Each institution or group of institutions' performance will be measured through specific metrics appropriate to their mission. These missions would allow institutions to "specialize" in certain academic areas, which could eliminate duplication and competition for the universities and colleges. Given Ohio State's unique position of being the "flagship" institution for the state and the importance of its economic impact on the state as a whole, it is believed that the university will benefit from the changes anticipated as USO is further defined.

FY 2009 Revenue Summary

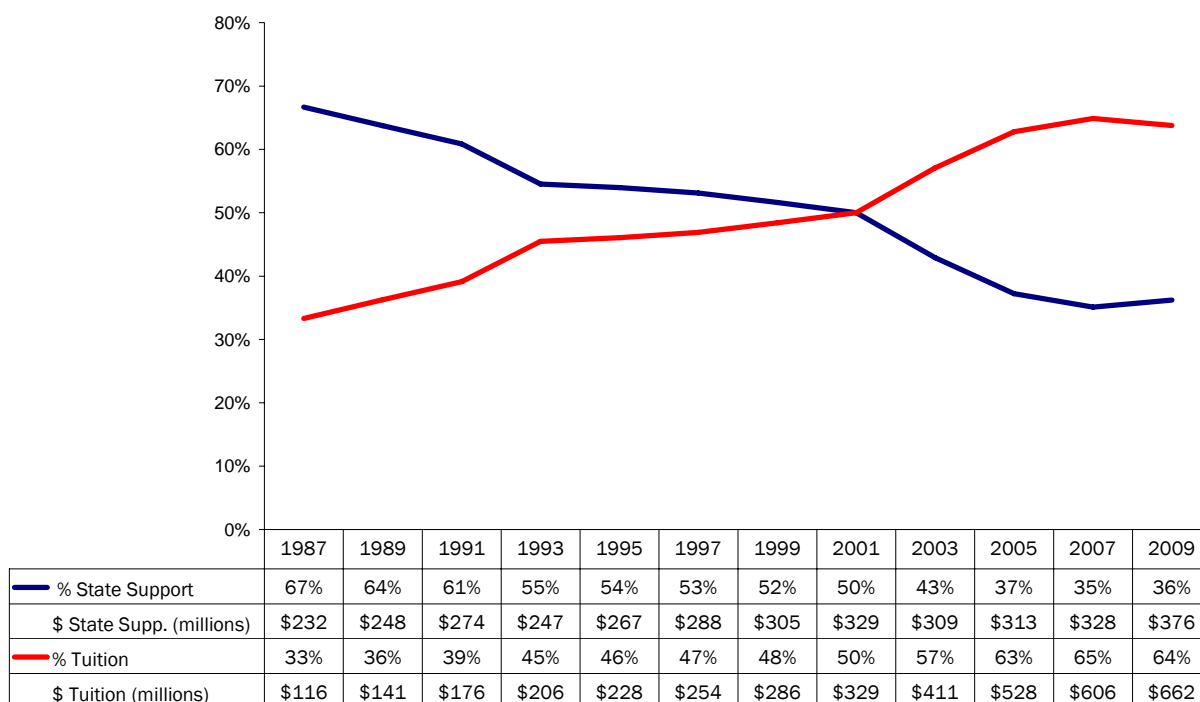
Overview

The university's total current funds revenues (including general funds, earnings and restricted revenue) are projected to increase by 6.1% from \$4.1 billion to \$4.4 billion between FY 2008 and FY 2009.

General fund revenues for the Columbus campus consist primarily of state support (State Share of Instruction, challenge funding and state line-item appropriations) and student tuition and fees. General fund revenues are projected to increase by \$52.8 million.

FY 2008 was the first time since 1987 that resident undergraduate tuition did not increase, and the resident undergraduate tuition freeze will continue in FY 2009. The undergraduate tuition freeze is made possible by a 9.6% increase in state support and higher fee revenue resulting from increased enrollment and retention rates as well as increases in graduate and professional tuition and the out-of-state surcharge. The proportional share of state support of the Columbus Campus budget has actually increased slightly, to 36%. This is the first time this percentage has increased since 1987.

Comparison of State Support* to Tuition** Income: Columbus Campus



* As used here, "State Support" includes State Share of Instruction, Success Challenge, and Innovation Incentive funding.

** "Tuition Income" includes instructional, general, student activity, and recreation fees, and non-resident surcharge.

State Support

Am. Sub. H.B. 119 represents a significant investment by the State of Ohio in higher education. The bill increased state support to higher education by \$340M for the FY 2008-2009 biennium, including additional moneys intended to offset the freeze in undergraduate tuition, as well as new moneys intended to enhance research, instruction, and enrollments in Science, Technology, Engineering, Mathematics, and Medicine (STEMM).

State Share of Instruction

The state Share of Instruction (SSI) allocation is the state's primary funding support for enrollments at its colleges and universities. In FY 2009, SSI is projected to increase by 10% uniformly, plus the state will allocate an additional \$58M to colleges and universities that agree to not raise undergraduate tuition as well as achieve cost reductions in their operations. Ohio State's campuses are projected to receive \$376M in base SSI in FY 09 plus an additional \$11M to offset the loss of tuition.

Ohio Innovation Partnership

Am. Sub. H.B. 119 created the Ohio Innovation Partnership which will invest \$250M over the course of the biennium to bolster research in Science, Technology, Engineering, Mathematics, and Medicine (STEMM) as well as to provide scholarships for students majoring in STEMM related fields. Initially the program allotted \$150M over the course of the biennium. However, other programs were consolidated into Innovation Partnership and additional money was allocated from the Third Frontier Network overseen by the Ohio Department of Development to increase the total available over the biennium to \$250M.

Of the total amount allotted, \$150M of the Ohio Innovation Partnership is to support the Ohio Research Scholars Program. The income from the program will fund grants that universities can use to help recruit scientists and faculty to their campuses. Under this program, campuses and their partners compete for grants ranging from \$2M up to \$50M. By state law, the appropriated funds are invested in an endowment fund that is used to support these positions.

The other \$100M Innovation Partnership funds are used to support the Choose Ohio First Scholarship for students majoring in STEMM fields. The scholarships will range from a minimum of \$1,500 per year to one-half the highest tuition rate charged by state universities (excluding Miami).

Both the Ohio Research Scholars Program and the Choose Ohio First Scholarship are funded on a competitive basis. To the extent possible the state has expressed an interest in collaborative proposals among institutions to meet the needs of the state. In the first round of competition for the Ohio Research Scholars program, OSU was part of approximately \$100M in successful proposals, and expects to receive at least \$39M of these moneys. Partnering with other Ohio institutions, OSU was part of a \$4.5M proposal which was selected in the first round of the Choose Ohio First Scholarship program, and expects to receive at least \$3M in new moneys.

Challenge Funding

Am. Sub. H.B. 119 also maintains or enhances the Challenge funding, while requiring studies to ascertain its effectiveness. The amount of challenge funding received is dependent upon the university's contribution to meeting the following statewide goals:

Success Challenge – rewards successful completion of baccalaureate programs by at-risk students (OIG-eligible undergraduates) and successful, timely completion of baccalaureate degrees by state residents. In FY 2009, OSU is projected to receive \$11.6M in Success Challenge funding, an increase of 4.4% over FY 2008.

Innovation Incentive – allows institutions to match a portion of their doctoral allocation from the State Share of Instruction allocation with state funds to improve doctoral programs and enhance research in strategic areas. In FY 2009, OSU is projected to receive \$1.9M in Innovation Incentive funding, the same as in FY 2008.

Access Challenge – reduces financial barriers to entry-level higher education (two-year campuses only). Access Challenge funds help the regional campuses keep their tuition low. OSU's regional campuses are projected to receive \$3.1M in Access Challenge funding in FY 2009.

Jobs Challenge – rewards successful efforts in meeting community needs for non-credit job training (two-year campuses only). OSU's regional campuses are projected to receive \$361,000 in Jobs Challenge funding in FY 2009.

Priorities in Graduate Education – supports improvements in graduate programs in computer science. In FY 2009, OSU is projected to receive \$572,000 in Priorities in Graduate Education funding, the same as in FY 2008.

Research Incentive – rewards success in securing sponsored research from external sources. (Formerly known as Research Challenge.) Am. Sub. H.B. 119 initially increased funding for Research Incentive by \$18M over FY 2007. The additional funding for Research Incentive was later moved to support the Ohio Research Scholars program, leaving the funding for Research Incentive at its historic levels. In FY 2009, OSU is projected to receive \$7.8M in Research Incentive funding. As directed by the state Board of Regents, starting in FY 2008 the Research Incentive funds were reclassified as restricted in order to ensure that they were not included in the university's instructional expenses that are used in the calculation of statewide average costs used in the state subsidy process. Research Incentive previously was included in general funds. From FY 2009 forward, these funds will be administered by the Office of Research and no longer shared with the President's Strategic Investment Fund.

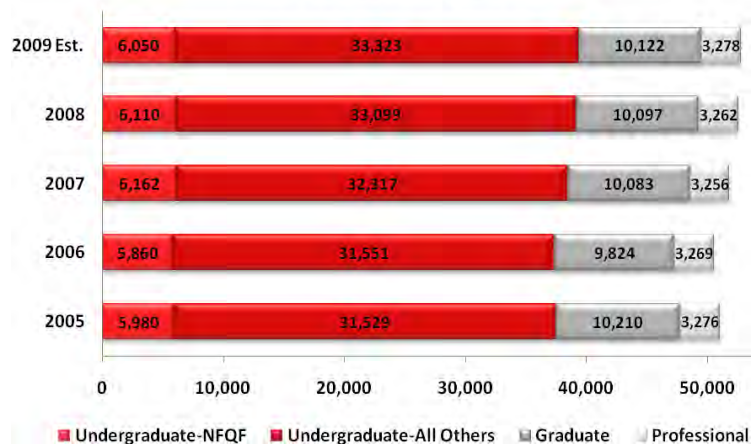
Student Fees

Student Enrollments

Total undergraduate, graduate and professional Columbus campus enrollments for Autumn Quarter 2008 are projected to be 52,773, up 205 students over Autumn 2007.

An autumn quarter freshman class of 6,050 is expected. Slightly larger freshman classes over the past three years, as well as continuing improvement in the number of students who remain enrolled, are anticipated to slightly offset decreasing enrollments due to an increasing number of students who graduate in four years. As a result, the estimated undergraduate enrollment level for FY 2009 is projected to increase by 447, or 0.4%, above FY 2008 enrollments.

Autumn Quarter Headcount Enrollments
By Level of Student



Both graduate and professional student enrollments are projected to increase slightly in FY 2009.

Undergraduate Instructional, General, Student Activity and Recreation Fees

In accord with Am. Sub. H.B. 119, undergraduate general and instructional fees did not increase for FY 2008 or 2009. This was the first time since 1987 that resident undergraduate tuition did not increase, and it was the lowest two-year tuition increase since 1965-66 (see Appendix VI.1).

Ohio Public 4-Year Universities Undergraduate Resident Tuition and Fees Rates Entering Full-time Students in Autumn 2008

Universities	Credit Hours (Range)	Academic Year 2008-09*
Miami**	12+	\$9,900
Cincinnati**	12-18	\$9,399
Bowling Green**	12+	\$9,060
Ohio University**	11-20	\$8,907
Ohio State-Columbus Campus**	12+	\$8,679
Kent State**	11+	\$8,430
Akron	12-15	\$8,383
Toledo	12-16	\$7,948
Cleveland State	12-16	\$7,920
Wright State	12-18	\$7,278
Youngstown State	12-16	\$6,721
Shawnee State	12-18	\$5,832
Central State	12-18	\$5,294
Ohio Average		\$7,981

* Data Source: Ohio Board of Regents Fall 2007 Survey of Student Charges; institutional campus websites.
**Institutions with selective admissions.

Starting in Summer Quarter 2002, the university had a tiered schedule of instructional fees for undergraduates, based upon the quarter of the student's initial enrollment. Tier 1 was phased out in Autumn Quarter 2007, and Tier 2 will be phased out in Autumn Quarter 2008, thus returning undergraduate instructional fees to a single-tier schedule.

The revenue generated by tuition will provide the university with resources to continue to make progress toward the goals of the Academic Plan and meet the needs of our students as well as continue to be a high

value investment to the citizens of Ohio. In FY 2009, new students at the Columbus campus will pay less in tuition and fees than new students at four other Ohio public universities.

Undergraduate Program and Technology Fees

Several colleges and programs have established learning technology fees in prior years to fund enhanced technology needed to remain competitive within their fields. For FY 2009 these fees are as follows:

College/School	FY 2009 Annual Fees
College of Arts (Undergrad & Grad)	\$180
College of Business (Undergrad)	381
College of Business (Grad)	522
College of Engineering (Undergrad)	330
College of Engineering (Grad)	360
College of Education and Human Ecology (Undergrad)	150
College of Education and Human Ecology (Grad)	225
College of Nursing (Undergrad & Grad)	159
MAPS students in CSE (Undergrad)	219
Dept of Engineering Physics (Undergrad)	219
School of Public Policy & Management (Grad)	360

The technology fee for the College of the Arts is increasing by \$12 annually for FY 2009. The undergraduate and graduate technology fees for the College of Education and Human Ecology are new this year. All other technology fees are unchanged from their FY 2008 levels.

The following six programs will have undergraduate program fees in FY 2009:

College/School	FY 2009 Annual Fees
School of Music	\$627
College of Business	750
College of Nursing	150
College of Biological Sciences	180
College of Engineering	300
School of Allied Medicine	300

For the School of Music, College of Engineering, School of Allied Medicine, and the Fisher College of Business, the FY 2009 program fee represents a \$50 per quarter increase over the FY 2008 program fee. Program fees for Nursing and Biological Sciences remain at their FY 2008 levels.

All technology and program fees are prorated by credit hours. Credit hour charges will be adjusted effective Summer Quarter 2009 to accommodate the new Student Information System’s (SIS) requirement that all student fees be charged on an equal per credit hour basis.

Over the past few years, undergraduate program and learning technology fees have become an important revenue source for some colleges. Therefore, following the recommendation of the Senate Fiscal Committee, these fees were annualized in FY 2008 and will be considered non-taxable present budget allocation (PBA) for purposes of annual reporting and financial assessments in FY 2009.

Graduate and Professional Fees

Masters and PhD instructional and general fees will increase \$465 per year (4.8%), or \$155 per quarter.

Effective Autumn Quarter 2008, doctoral students who have passed their candidacy exams will be considered full-time at 3 credit hours rather than at 10 hours. The change better aligns Ohio State with national and peer practices, but does have fiscal consequences. It is anticipated that revenues derived from Graduate fees will be lower in FY 2009 than in FY 2008, which will be accompanied by lowered expenses for fee authorizations. It is anticipated that most colleges will realize savings due to the reduced expenses for fee authorizations for these students.

Some graduate and professional students pay a higher, or differential, instructional fee. Revenue generated from FY 2009 differential fee increases is earmarked to support the graduate and professional programs that generate the fee income.

Twenty graduate and professional programs will have differential instructional fees in FY 2009, including Master of Business Operational Excellence, a new program set to start in Winter Quarter 2009. The following table shows those programs that will have differential fee increases in excess of a base fee increase of 5%.

**Graduate and Professional Programs with
Differential Instructional Fee Increases Over 5% for FY 2009**

Program	Instructional		Non-Resident Surcharge ²	
	Annual Fees	% Incr	Annual Fees	% Incr
Business MAcc	23,681	7.5%	14,862	5.0%
Business MBA	21,765	9.0%	14,862	5.0%
Business MBA-Part-time	21,127	7.5%	14,862	5.0%
Business MBLE	21,765	9.0%	14,862	5.0%
Dentistry	25,901	8.0%	30,514	5.0%
Law	20,224	9.0%	14,950	1.7%
Allied Med. Phy. Therapy	11,075	9.0%	14,862	5.0%
Optometry	18,312	10.0%	29,061	0.0%
Pharmacy	15,081	9.0%	15,810	5.0%
Vet Medicine	22,611	9.5%	31,544	5.0%

Non-Resident Surcharges

Effective Autumn Quarter 2007, the undergraduate non-resident surcharge at all campuses will increase 5% to \$4,413 per quarter for a full-time student. The non-resident surcharge will also

² Non-resident students pay the non-resident surcharge in addition to the instructional fee. All students pay a general fee, student activity fee and recreation fee not shown in this table.

increase by 5% for all graduate and professional programs at each campus, except for the College of Law, which will increase by 1.7%, and the College of Optometry, which will not increase.

Residence Halls and Other Charges

Housing fees (the second highest expense after tuition) for a resident undergraduate student at Ohio State’s Columbus campus are set to increase by an average of 5.8%, or \$441, for FY 2009. The residence halls are self-supporting and receive no state support or tuition to offset costs of operations and facility maintenance. All increased costs must be covered by housing fees.

The total cost for a resident undergraduate student to attend Ohio State’s Columbus campus and live in university housing will increase approximately 3.2% for a three quarter academic year for a new student. However, for resident undergraduate students who receive some form of university financial aid the increase will be less and in some cases, zero.

Fees and Charges (Annual)	2008 Annual Rate	2009 Annual Rate	Percent Increase Over FY 2008
Tuition ³	\$8,406	\$8,406	0.0%
Room & Board ⁴	7,596	8,037	5.8%
Student Health Insurance ⁵	1,434	1,545	7.7%
Parking ⁶	75.60	79.20	4.8%
COTA Bus Pass	27	27	0.0%
Football Tickets ⁷	120	124	3.3%
Basketball Tickets ⁸	120	130	8.3%
Recreation Fee	243	246	1.2%
Total	\$18,022	\$18,594	3.2%

Sponsored Research

Indirect cost recoveries grow as a function of the level of external research grants awarded to the university and actual expenditures to support research at the university. The negotiated indirect cost recovery reimbursement rate is a function of the university's actual expenditures (subject to certain established ceilings) for general administrative and library support services, and research facility and equipment costs. The OSU indirect cost recovery rate on most federal research grants increased from 49.5% to 50.0% on grants awarded after July 1, 2006. This will remain the indirect cost recovery rate until July 2009. Even with this higher recovery rate, there is only a slight increase in recoveries projected for FY 2009 as a result of the federal government’s flat funding of research.

³ Instructional and general (includes student activity) fee for undergraduate students.

⁴ Weighted average undergraduate room rates plus the base meal plan.

⁵ Based on the single comprehensive rate.

⁶ Rates are for the Columbus west campus.

⁷ Student package is 4 games.

⁸ Season package is 10 games.

Colleges and research centers are projecting budgeted general fund indirect cost recoveries to remain flat. However, an additional \$920,000 will be available for colleges and research centers in FY 2009 as a result of FY 2008 actuals coming in above budget.

(In millions)

Sponsored Research⁹	Actual FY 2006	Actual FY 2007	Actual FY 2008	Budget FY 2009¹⁰
Total Direct Costs	\$ 290.9	\$ 299.5	\$ 297.9	\$ 297.9
Percent Change	5.1%	3.0%	-0.5%	0.0%
Indirect Costs	\$ 72.4	\$ 71.9	\$ 75.9	\$ 75.7
Percent Change	6.7%	-1.2%	5.6%	-0.3%

Internal Overhead and Service Charge

University overhead paid by earnings units and auxiliaries is increasing by over \$3.6M in FY 2009. About \$3.1M of the increase will be generated primarily as a result of the growth in hospital revenues and will be used to fund university commitments to the Medical Center and increased costs of supporting the Medical Center.

(In millions)

Internal Overhead¹¹	Actual FY 2006	Actual FY 2007	Actual FY 2008	Budget FY 2009
Cost Containment	\$ 4.6	\$ 4.6	\$ 4.6	\$ 4.5
Financial System Support	0.0	1.1	1.2	1.3
Regional Campus Serv Chg	4.2	4.2	4.6	4.5
Earnings Overhead	44.2	50.0	55.7	58.4
Total Internal Overhead	53.0	59.9	66.1	68.7
Percent Change	6.9%	13.0%	10.4%	3.8%

Assessments

The purpose of the assessments¹² is to fund the support services necessary to achieve the University's goals by allocating the expense among the beneficiaries of the support services.

The marginal allocations for the Research Administration, Student Services, and Development Assessments for FYs 2006 through 2009 were as follows:

(In millions)

Assessment	FY 2006	FY 2007	FY 2008	FY 2009
Research	\$ 0.9	\$ 0.9	\$ 1.0	\$ 0.9
Student Services	10.1	10.4	7.3	0.6
Development	0.2	0.0	1.8	0.8

⁹ Figures for FY 2006 to FY 2008 provided by OSURF.

¹⁰ Total Direct Costs are estimated to remain flat in FY 2009. Indirect Costs are per the General Funds Budget.

¹¹ These revenues are not reflected in the tables in the appendices as they are considered intra-university transfers.

¹² The assessments are not reflected in the tables in the appendices, as they are transfers within the general fund.

Research Administration Assessment

This assessment supporting the Office of Research and OSURF is allocated proportionally to the modified total direct costs recorded by each college and center. When first implemented, the rate of growth in the research assessment from one year to the next was set at approximately one-fourth of the growth of indirect cost recoveries for the preceding year, since central expenses in support of research account for about 25% of the indirect cost rate.

Student Services Assessment

The student services assessment (SSA) covers the annual increases in the cost of services provided by Student Affairs, Enrollment Services, Undergraduate Student Academic Services, and the Graduate School in addition to annual changes in the non-resident portion of graduate fee waivers, graduate fellowships, and undergraduate student financial aid.

The total budgets of those units whose increases are funded through the student services assessment make up three separate cost pools: undergraduate, graduate, and all students. The component of the SSA that funds each cost pool is based on a two-year average of credit hours for the appropriate students (i.e., undergraduate, graduate, or all).

Because of the anticipated effects of the change in the required credit hours for post-candidate doctoral students, for FY 2009 there is a reduction in the amount required to support graduate fee waivers and scholarships. This accounts for the large decrease from prior years. The SSA reduction partially offsets the reduction in graduate fee revenue allocated to colleges as a result of the post-candidacy change. The total marginal allocation for the three SSA cost pools for FY 2009 is \$605,000.

Development Assessment

A robust development effort is a university priority. In recent years, the investment income earned from the endowment and other gifts was not sufficient to support the level of development effort needed to meet that goal. In FY 2006, an assessment paid by colleges, support units and auxiliaries was implemented to supplement the investment income support. That assessment level is increased by \$831,000 this year, including \$750,000 for the new capital campaign. The operating budget for development in FY 2009 is \$24.4M. The budget and funding mechanisms for the new capital campaign will be developed over the next several months.

Each college or support unit's portion of the development assessment is based on its percentage of total gifts received and total central resources expended.

Other Income

Additional sources of general funds income include interest income and miscellaneous administrative fees and charges income. As a category, budgeted revenue from other income is projected to increase 22% over FY 2008 budgeted levels. Because of the volatility of the return on investments, the annual budget does not assume the actual increase earned in the prior year will be

realized in its entirety. The interest earned above the budgeted annual rate is used to fund one time needs in the following year.

(In millions)

Other Income	Actual FY 2006	Actual FY 2007	Actual FY 2008	Budget FY 2009
Investment Income ¹³	\$ 20.6	\$ 37.5	25.4	14.2
Miscellaneous Fee Income	1.1	1.3	1.1	0.6
Total	21.7	38.8	26.5	14.8

Endowment Distributions

In addition to their general funds support, colleges and academic support units will receive an estimated \$67M in distributions in FY 2009 generated through the investment of their endowments.

¹³ FY 2009 number includes general funds budget and interest income allocated to development support.

FY 2009 Expenditure Summary

Resource Allocation

FY 2009 is the seventh year of Ohio State's restructured budget process. This budget process aligns the allocation of resources with the Academic Plan and decentralizes much of the decision making about expenditure priorities to the college and vice-presidential level.

In FY 2009, Ohio State's current funds budgeted expenditures for all campuses total \$4.2 billion including \$1.2 billion in general funds, \$2.2 billion in funds generated from earnings and auxiliary operations and \$815 million in estimated restricted expenditures.

The Columbus campus requires \$1.2 billion in general funds to support existing operations, including \$669 million for faculty and staff salary and benefits and \$97 million to operate existing facilities. The total FY 2009 financial aid budget including graduate fee authorizations is \$183 million, or 15.0% of the university's general funds budget.

The FY 2009 budget is structured to support key university-wide strategic objectives, consistent with the Academic Plan:

- **Competitive compensation**
- **Access under the continued undergraduate tuition freeze**
- **Quality graduate programs**
- **Protection against an uncertain economic environment**
- **Alignment with the Academic Plan, President's six objectives, and Master Planning goals.**

Funding for these objectives is described below:

- A. **Competitive compensation** – An FY 2009 merit compensation pool of at least 3.5% for faculty and staff is funded from the operating budget of each college and support unit. Many college faculty compensation pools will exceed the 3.5% minimum.
- B. **Access under the continued undergraduate tuition freeze** – In FY 2009, the resident undergraduate tuition freeze that began in FY 2008 will continue. The university has been able to support the commitment of the governor and legislators to control the cost of higher education while moving forward toward our goal, thereby increasing access for citizens of Ohio without adverse financial impact on

academic goals and with increased financial aid to reflect the increase in housing costs.

- C. **Quality graduate programs** – \$7M of the Ph.D. level subsidy will be redirected to support quality Ph.D. programs. During FY 2008 the Graduate School completed an assessment of doctoral programs at Ohio State, which included the classification of Ohio State’s doctoral programs by indicators of quality, as well as the identification of university-wide issues, challenges, and opportunities. The resulting report recommended that enhanced fellowship support be allocated to programs classified as high quality or strong. The assessment process and this allocation, along with the new reduced tuition charges for students in the dissertation phase, are expected to result in significant strengthening of graduate programs.
- D. **Protection against an uncertain economic environment** – The university has set aside a \$10M stability reserve to provide stability in an uncertain economic environment. Also, the university began a planned five-year reduction of the Student Financial Aid deficit, which is estimated to be \$5.7M at the close of FY 2009. As in prior years, a \$1M cash reserve is set aside to address unanticipated midyear needs.
- E. **Alignment** – The strategic objectives are in alignment with the Academic Plan, the president’s six objectives, and master planning goals. The focus on strategic objectives means that funds for support unit budget increases will be very limited.

The university remains committed to continued improvements in cost savings and operating efficiencies, as reflected in this budget.

Am. Sub. H.B. 119 requires universities to meet efficiency incentive requirements in order to receive the full amount of state support. For FY 2009, OSU provided information to the Board of Regents summarizing \$68.9M in cost savings, which exceeded the target of \$4.7M. The cost savings submitted were primarily derived from strategic purchasing activities. The target for FY 2009 is \$14.2M. We anticipate exceeding this target as well.

This operating budget also includes continued support for additional efficiency savings in the following areas:

- Energy Conservation
- Strategic Purchasing
- Transition to Work
- Your Plan for Health
- Enterprise-Wide Systems

Changes by Category

Expenditures for FY 2009 are increasing by \$51.8 million. The general fund reserve in FY 2009 is \$0.7 million.

FY 2009 Continuing Funds Increase by Category Columbus Campus (In Millions)

Category	FY 09 Increase	Percent of Total
College Net Marginal Resources	26.7	
Doctoral Quality Investment ¹⁴	3.6	
Provost Strategic Investment	4.5	
College Operating Budget Total	34.8	67.2%
Support Unit Budgets	11.6	22.4%
Financial Aid (Undergraduate)	6.2	12.0%
Facilities (Including Utilities)	6.0	11.6%
University Initiatives	1.0	1.9%
Financial Aid (Graduate)	-7.8	-15.1%
Total	51.8	100.0%

General Funds Expense Summary FY 2009 – Columbus Campus Continuing Funds (In Millions)

	FY 2008	FY 2009	Difference	% Change
College Operating Budgets ¹⁵	577.3	612.1	34.8	6.0%
Support Unit Operating Budgets				
Base Operating Budgets	300.2	308.5	8.3	2.8%
Service Imp & Mandates ¹⁶	0.0	3.3	3.3	
Total Support Units	300.2	311.8	11.6	3.9%
Student Financial Aid ¹⁷				
Undergraduate	71.9	78.1	6.2	8.6%
Grad Fellow & Non-Res FA ¹⁸	74.5	66.7	-7.8	-10.5%
Facilities (Including Utilities)	91.0	97.0	6.0	6.6%
University Initiatives ¹⁹	36.6	37.6	1.0	2.7%
Total	1,151.5	1,203.3	51.8	4.5%
FY 2008 Carryforward	9.0	0.0	-9.0	
Stability Reserve	0.0	10.0	10.0	
Total	1,160.5	1,213.3	52.8	4.5%

¹⁴ Does not reflect an additional \$3.4M allocated to offset the reduced revenue resulting from lower tuition charges for students in the dissertation phase of their Ph.D.

¹⁵ Includes doctoral quality funding and Provost Strategic Investment funds.

¹⁶ Service improvements and mandates will be transferred into support unit budgets in FY 2009.

¹⁷ College and support unit fee authorizations are contained in their respective budgets.

¹⁸ Does not include estimated \$4.4M decrease in graduate fee authorizations in college and support unit operating budgets to partially offset reduction in graduate fee allocation.

¹⁹ This category includes the provost's and president's strategic investment funds.

Areas of emphasis for FY 2009 include:

Competitive faculty and staff salaries – Salaries and benefits are budgeted for in the college and support unit operating budgets and comprise 75.0% of the college budgets and 67.9% of the support unit budgets.

In FY 2009, merit compensation pools for faculty and staff, also effective in October, will average at least 3.5% without reallocation for most units. The estimated benefit cost increase is 6.4%. Where significant gaps with benchmark programs exist, colleges and support units are urged to strive toward greater pay increases. However, the primary criterion for an individual's compensation is performance.

Student Financial Aid – Financial aid funds are increased at a rate that ensures students who are otherwise qualified will not be denied access for financial reasons. Although there is no increase in in-state tuition in FY 2009, undergraduate financial aid was increased by \$2.5M to reflect the increased cost of housing and the 5% increase in the out-of-state surcharge and by \$3.1M from the deficit reduction plan. In addition, \$0.5M in student financial aid funding was shifted to the general fund from unrestricted endowment, making a total increase of nearly \$6.2M. The fee reduction for post-candidacy Ph.D. students and the decentralization of dependent fee authorizations resulted in a net decrease of \$7.8 million in graduate financial aid.

Support of Facilities – The focus of facilities support continues to be directed toward funding utilities adequately and implementing energy conservation changes to be more efficient in energy use. In addition, funding has been designated for further campus beautification projects and long-term planning for facility needs in the future.

Colleges and support units contributed from their net marginal resources a \$2.7M inflationary increase in budgeted facility costs, including utilities, rent, repair, and renovations. Included in this increase are the highly complex research facilities housed in the Biomedical Research Tower (BRT), which opened during FY 2007. Because the projected maintenance cost per assignable square foot for the BRT is more than 10% in excess of the rate for the rest of the university, BRT occupants pay a maintenance surcharge in addition to the physical plant assessment (PPA) which is charged to all colleges and support units. This charge began in FY 2008; in FY 2009 a similar utilities surcharge will be implemented for BRT. The first surcharge adopted by the university for a building with higher-than-average physical plant costs was the McCorkle Aquatic Facility utilities surcharge, which has been in place since FY 2007. A utilities surcharge will also be implemented for the Recreation and Physical Activity Center in FY 2009.

Most facilities costs are funded through the Physical Plant Assessment (PPA). The four cost pools that make up the PPA and their marginal increases for FY 2009 are: utilities, \$3.5M; maintenance, \$1.8M; custodial, \$0.7M; and the maintenance and renewal fund, \$0.7M. The maintenance and renewal fund established in 2005 to address long-term maintenance and renovation needs of general funds space cannot be spent until FY 2015. The cash balances are invested and the interest returned to the fund. It is estimated in FY 2015 the fund will have a balance of \$48.5M.²⁰

²⁰ This assumes an annual ten cent per assigned square foot increase in 2010-2015.

The auxiliary operations, regional campuses, the Ohio Agricultural Research and Development Center, and the Agricultural Technical Institute also fund maintenance and renewal endowments for their facilities.

Provost's Investment in University-wide Initiatives – The provost has \$4.48M to support university-wide academic initiatives. This includes the \$2M in the Provost's Strategic Investment Fund and an additional \$2.48M generated from the 5% set aside of marginal increases in tuition and state support.

The FY 2002-2008 dollars illustrated below include continuing funds transferred to the colleges for the rebasing initiative only. Beginning in FY 2009, the reported distribution of central funds to the colleges is more comprehensive. The funds are allocated to the colleges in a manner that is consistent with the academic plan as well as the demonstrated ability of a college to effectively deploy resources in a manner consistent with the academic plan and agreed upon objectives. The sources of the FY 2009 allocations include the Enrollment Reserve, Success Challenge, Provost Strategic Investment Funds, and TIE funding.

**College Rebasing History
(in millions)**

	Historical College Rebasing		FY 09 Distribution of Central Funds	
	Continuing Funds		Continuing Funds	One-time Funds
	(FY02-FY08)		(PBA)	(cash)
Arts	\$0.25	\$0.08	\$0.03	
Humanities	3.58	0.00	0.30	
Soc & Beh Sciences	2.02	0.03	1.11	
Biological Sciences	1.32	0.21	1.21	
MAPS	2.89	0.36	3.92	
Exec Dean A&S	1.00	0.00	0.00	
Arts and Sci Subtotal	\$11.06	\$0.67	\$6.57	
Business	0.37	0.20	0.00	
Engineering	3.92	1.42	4.18	
FAES	1.29	0.31	1.29	
Educ & Hum Ecology	0.37	0.04	0.31	
Social Works	0.32	0.04	0.15	
Law	0.41	0.04	0.15	
Public Health	1.43	0.02	0.25	
Medicine	7.25	0.27	0.19	
Optometry	0.45	0.00	0.00	
Nursing	0.10	0.00	0.16	
Pharmacy	0.20	0.00	0.08	
Dentistry	-0.79	0.04	0.00	
Veterinary Medicine	0.39	0.06	0.40	
Research ²¹			5.00	
Provost Reserve		1.37		
Total	\$26.77	\$4.48	\$18.71	

²¹ Office of Research has available for distribution an additional \$5M during FY 2009.

Starting in FY 2007, the provost committed \$1M of the \$2M Strategic Investment Fund for five years to support the Targeted Investments in Excellence Initiative. Remaining Strategic Investment Funds are set aside to fund other academic initiatives such as the Reform of the Undergraduate Curriculum.

President's Strategic Investment Funds – In October 2000, the University Board of Trustees approved the creation of the President's Strategic Investment Fund. The purpose of this fund is to allow the president to direct one-time resources to areas of strategic investment.

The Board resolution prohibits use of these resources for continuing commitments. Use of these funds is reported annually to the Board of Trustees. Committed funds are identified in the table on the following page.

The President's Strategic Endowment was created in FY 2005. The fund income is derived from the investments made possible by a change in Ohio law that allows the university treasurer to invest university revenues in the long term investment fund to earn a higher rate of return. The funds may be used at the discretion of the university's president.

In FY 2008 the Research Incentive funds from the State of Ohio were reclassified as restricted. These funds are administered by the Office of Research in FY 2009 and are no longer allocated to the President's fund.

In the FY 2009 budget the two President's funds are combined into one retaining the name, President's Strategic Investment Fund. Over time, the long term investment pool is expected to earn returns 3 to 4% above the short term pool, although this will fluctuate from year to year. This spread in returns on the operating funds invested in the Long Term Investment Pool will be transferred annually to the President's Strategic Investment Fund after the 5% of operating funds reserve requirement is met. This fund may be used by the President at his/her discretion, but no more than 25% of the value of the fund can be disbursed in any one year. 75% of the fund should be invested in the long term pool and 25% in the short term pool.

In FY 2008, \$7.1M was transferred from the growth in the former President's Strategic Endowment fund to fund the first year of a 5-year plan to fund Student Financial Aid at current commitment levels. In FY 2009, \$10M will be transferred to fund the first year of a 5-year commitment to Campus Partners, and an additional estimated \$5M will be transferred to Student Financial Aid. \$2.8M remains available to fund future cash commitments at the President's discretion.

President's Strategic Investment Fund Planned Resources and Commitments (In Millions)						
	Prior	FY 2007	FY 2008	FY 2009	Future	Total
Carry Forward		4.56	3.15	8.52		
Sources						
Original Budget		5.40	5.40	5.40		
Research Incentive		2.78	2.78			
Endowment Distribution		3.31	5.64	2.77		
Interest		0.05	0.22	0.05		
Sources		11.54	14.04	8.22		
Total Sources with Carryforward		16.10	17.19	16.74		
Uses						
Medical Center Support	4.00	2.00	3.00	3.00		12.00
Student Information System	2.00	0.50	0.50	1.00	1.00	5.00
Targeted Investments in Excellence	0.00	5.00	5.00	5.00	10.00	25.00
School of Public Health	1.00	1.00				2.00
Math & Biosciences Institute	0.75	0.50				1.25
Urban Initiatives			0.05	0.05		0.10
SciTech Research Park Review			0.13			0.13
Outreach & Engagement				2.50		2.50
Development Support		1.00				1.00
Ohio Union LEEDS		1.00				1.00
Campus Beautification		0.25				0.25
Arts & Humanities Grants		0.10				0.10
Technology Licensing		0.80				0.80
Outreach Office Support		0.30				0.30
Provost Support		0.50				0.50
Total Uses	7.75	12.95	8.68	11.55		
Ending Balance		3.15	8.52	5.18		
Unreleased Commitments						
Library Renovation (FY 06)				0.30		

Multi-year University Initiatives

The FY 2009 budget assumes \$9M in new funding for continuing strategic investments. These investments include the Targeted Investments in Excellence (TIE), Medical Center support, and funding for the Student Information System (SIS).

Targeted Investments in Excellence (TIE) – Funding is set aside for Phase III of V of the TIE programs. The funding includes \$5M of the President’s Strategic Investment Fund, \$3M of research funding, \$1M of central funds (all one-time funding) and \$1M of continuing funding from the provost.

Medical Center Support – One-time funding is set aside for Phase V of V for the Medical Center. The funding includes \$3M of the President’s Strategic Investment Fund, \$500,000 of central general funds, \$1M of research funding and \$500,000 of funding from the provost.

Central SIS Support – One-time funding is set aside for Phase IV of V. The funding includes \$1M of the President’s Strategic Investment Fund, \$1M from OAA, and \$1M from central funds. College SIS support started a year later and will continue until FY 2011.

Service Improvements and Mandates

The FY 2009 budget funds service improvements and mandates as well as providing for one-time funding for specific activities in accordance with the university's strategic goals.

Intersection of Budget Priorities and Strategic Goals					
Budget Priorities					
Strategic Goal	Safety & Security	Facilities	Outreach & Engagement	Academic Investment	System
One University	✓	✓	✓	✓	✓
Students First	✓	✓	✓		✓
Faculty Success		✓	✓	✓	
Research Agenda		✓	✓	✓	
Community		✓	✓		
Streamlining & Simplification	✓				✓

Table II.4 (in Appendix II) provides specific funding by project. Some of the highlights include:

Safety and Security – the FY 2009 budget supports physical and system safety and security issues by setting aside \$1.32M of continuing funds and \$2.67M of one-time money to address fire safety, building security, cyber-security activities, neighborhood policing, and student escort services.

Facilities – the FY 2009 budget supports facilities needs by setting aside \$615,000 of continuing funding for projects including energy sustainability and steam line maintenance. Also set aside is \$3.25M of one-time funding for deferred maintenance, campus beautification, and energy projects.

Outreach and Engagement – the FY 2009 budget provides a total of \$200,000 to technology transfer of continuing funds and \$2.56M in one-time funding for outreach and engagement activities.

Academic Investment – the FY 2009 budget includes \$1.3M in continuing funds for TIE, STEM scholarships, and the new Vice-Provost for International Affairs, as well as \$14.2M in one-time funds for TIE, the Kirwan Institute, and Medical Center support.

Systems – the FY 2009 budget provides \$14.9M in one-time funds to support systems, including \$9.7M for SIS and \$4M for financial infrastructure.

Changes by College and Academic Support Unit

The budget allocation methodology directs 76% of state support and tuition and almost 100% of indirect cost recoveries to the colleges. This has, as anticipated, resulted in differential net marginal revenue growth among the colleges. The colleges teaching a growing number of credit hours or expanding their research are realizing more growth in general funds revenues than the colleges with flat or declining credit hours or research initiatives. In addition, some professional colleges and programs charge differential instructional fees. Differential tuition revenues are earmarked in their entirety for the support of the programs in which the students paying the tuition are enrolled.

It is important to recognize that some colleges rely more heavily on general fund revenue than others and therefore are more directly affected by the allocation methodologies. The following table shows fund proportions for FY 2008.

Sources of Funds by College - FY 2008
(In Order of Percent of General Funds)

College	Total Funds (in Millions)	General Funds % of Total ²²	Earnings % of Total ²³	Restricted % of Total ²⁴
Humanities	\$67.0	91.0%	0.2%	8.7%
Arts	\$31.0	90.0%	4.0%	6.0%
Social Work	\$6.9	82.7%	0.4%	16.9%
Nursing	\$10.6	81.4%	0.3%	18.3%
Law	\$25.1	72.8%	0.8%	26.3%
Fisher College of Business	\$60.7	72.5%	5.6%	21.9%
Social & Behavioral Sci	\$90.1	67.1%	5.5%	27.4%
Math & Physical Sciences	\$115.0	61.5%	0.5%	38.0%
Pharmacy	\$20.6	59.6%	1.8%	38.5%
Education/Human Ecology	\$74.4	53.4%	9.7%	36.9%
Biological Sciences	\$47.4	53.1%	2.7%	44.2%
Dentistry	\$46.5	49.4%	26.0%	24.6%
Public Health	\$11.9	48.6%	0.9%	50.5%
Veterinary Medicine	\$56.0	42.1%	28.6%	29.3%
Engineering	\$181.5	41.2%	10.4%	48.4%
Optometry	\$14.7	38.1%	22.9%	39.1%
Medicine	\$266.7	23.2%	1.1%	75.8%
Food, Agric & Env Sci ²⁵	\$199.0	15.9%	6.1%	78.0%
Total	\$1,325.0	45.3%	6.4%	48.3%

Note: Due to interfund transfers, sources may be slightly overstated in certain situations.

²² General Funds are unrestricted resources available for allocation in support of core instruction, instructional support, and related general administrative and physical plant expenditures. Also included are fee authorizations.

²³ Earnings Operations are also unrestricted with resources generated from the sales and services of the earnings units. While not a requirement, these resources are generally designated to the unit generating the revenue.

²⁴ Restricted Funds are funds whose use has been designated by an external agency or individual and limited to support a specific purpose and/or unit. Sponsored Programs are included.

²⁵ Includes the College of Food, Agricultural & Environmental Science, as well as ATI, OSUE and OARDC.

Another way to look at the allocation of university resources is by sorting the budget by unit responsible for administering the funds. The following tables show the relative size of the college and academic support unit budgets and the growth in their budgets for FY 2009 compared to FY 2008.

**Summary of College Net Marginal Revenue
(Columbus Campus General Funds Budget – In Thousands)**

	Final 2008 PBA	FY 2008 to 2009 NMR ²⁶	Provost Quality Investment	FY 2009 PBA	% Inc	One- Time Cash
Arts	27,447	1,127		28,574	4.1%	
Biological Sciences	24,919	234	95	25,248	1.3%	261
Humanities	60,884	1,855		62,739	3.0%	296
MAPS	70,386	2,741	200	73,327	4.2%	1,000
SBS	60,497	1,757		62,254	2.9%	321
Exec Dean Arts & Sciences	8,594	633		9,227	7.4%	
Subtotal Arts & Sciences	252,727	8,347	295	261,369	3.4%	1,878
Fisher College of Business	40,230	4,089	200	44,519	10.7%	
FAES	19,262	1,131	200	20,593	6.9%	200
Education & Human Ecology	39,637	2,151	40	41,828	5.5%	302
Engineering	66,231	1,898	1,250	69,379	4.8%	3,300
Nursing	7,834	304		8,138	3.9%	158
Pharmacy	12,311	783		13,094	6.4%	
Social Work	5,666	144	40	5,850	3.2%	150
John Glenn Institute	2,065	97		2,162	4.7%	
Dentistry ²⁷	21,274	1,161	40	22,475	5.6%	
Law (excluding Law Library)	14,073	1,443	40	15,556	10.5%	150
Medicine ²⁸	61,611	2,925		64,536	4.7%	
Public Health	5,764	390		6,154	6.8%	
Optometry ²⁷	5,253	448		5,701	8.5%	
Veterinary Medicine ²⁷	23,326	1,496		24,822	6.4%	
Interdisp Grad Programs		-99		-99		
TIE ²⁹			1,000	1,000		7,573
Doctoral Quality Investment ³⁰		3,637		3,637		
Provost Reserve			1,377	1,377		
Total Colleges	577,264	30,345	4,482	612,091	6.0%	13,711

²⁶ “NMR” is net marginal revenue. Includes the total marginal allocation (including program fees) minus marginal assessments for space, research administration, student services, and the central tax. Figures also include faculty promotions and differential fees.

²⁷ Includes Med I SSI allocation based on preliminary data. Will be updated once end-of-year data are available.

²⁸ Includes Med II SSI allocation based on preliminary data. Will be updated once end-of-year data are available.

²⁹ Total one-time TIE allocation is \$9.0M, with \$7.6M allocated to colleges, remainder to research centers.

³⁰ Does not reflect an additional \$3.4M allocated to offset the reduced revenue resulting from lower tuition charges for students in the dissertation phase of their Ph.D.

**Summary of Annual Funds Budget Changes
Available for Support Unit Salary and Benefit Increases and Program Changes³¹
(Columbus Campus General Funds Budget – In Thousands)**

	Final 2008 PBA	FY 2008 to 2009 NMR	Serv Imp & Mandates	FY 2009 PBA	% Inc	One- Time Cash
Academic Affairs						
OAA Operating ³²	60,264	1,819	656	62,739	4.1%	2,030
Graduate School ³³	9,075	308		9,383	3.4%	
University Libraries	32,917	601		33,518	1.8%	
VP Enrollment Services & Dean Undergrad Education ³⁴	31,195	880		32,075	2.8%	
Academic Affairs Total	133,451	3,608	656	137,715	3.2%	2,030
Ag Admin, OARDC	2,224	47		2,271	2.1%	
Board of Trustees	713	24		737	3.4%	
Business & Finance	82,241	3,087	1,370	86,698	5.4%	3,870
Legal Affairs	2,019	82		2,101	4.1%	264
President ³⁵	2,719	66	700	3,485	28.2%	1,000
Student Life ³⁶	33,321	508	198	34,027	2.1%	158
University Relations	6,466	239	132	6,837	5.7%	298
Exec Dean Arts & Sciences ³⁷	6			6		
Research ³⁸	20,775	233	200	21,208	2.1%	400
Health Sciences	14,907	445		15,352	3.0%	
University Outreach	1,369	35		1,404	2.6%	2,500
Total Support Units	300,211	8,374	3,256	311,841	3.9%	10,520

Continuing funding for service Improvements and mandates include \$3.26M identified above and \$1M in TIE funding previously committed to the colleges schedule. Total FY 2009 continuing service improvement and mandates funding is \$5.42M. Additional items are: \$0.75M to fund the upcoming capital campaign; \$0.13M to Legal Affairs to hire a construction attorney funded by charges to construction projects; and \$0.14M to Legal Affairs to hire an immigration attorney funded by a combination of departmental and international student fees. The FY 2010 physical plant assessment rate will include \$0.20M to fund Fire Suppression.

³¹ Program changes are reviewed and selected for funding through a process which includes consultation with faculty, deans, and the president's cabinet.

³² Includes OIT, Human Resources, Provost Office Administration, Office of International Education, and Office of Minority Affairs.

³³ Does not include graduate fellows.

³⁴ Does not include scholarship funding.

³⁵ Includes \$700,000 in annual rate provided for capacity building in the President's Office during the first year.

³⁶ Student Life's NMR includes \$12K for the student activity fee and \$453K for the recreation fee. The NMR also reflects an increase in space costs for the Physical Activity and Educational Services Building. They have been planning for this for several years, and the increased costs will not affect their continued operations.

³⁷ This funding covers the portion of the Executive Dean's Office that advises non-Arts and Sciences students. The remainder of the office is shown on the preceding page under colleges.

³⁸ Includes OSURF operating. Not reflected in the NMR is over \$500,000 in annual rate Research is allocating to cover the new space costs associated with the ULAR space in the Biomedical Research Tower. With this reallocation, Research will have sufficient resources to provide a 3.5% pay raise pool.

One-time funding for service improvements and Mandates includes \$10.52M identified above and \$9.0M TIE funding previously committed to the colleges schedule. Additional items funded from the reallocation of existing funds are: \$9.7M for the Student Information System project; \$4.0M for financial system infrastructure upgrades; \$0.83M for enterprise reporting priorities and 100W processing; and \$5.0M for Medical Center support. Total FY 2009 one-time service improvement and mandate funding is \$39.05M. For one-time unanticipated financial needs, \$1.0M is set aside in the Integrated Financial Planning Group (IFP) Reserve.

The Office of Development

To ensure a robust University Development effort, a new model for funding development operations was adopted in FY 2008. The model assumes a FY 2009 endowment payout in support of development of 1.050% or about \$14.2 million. The payout is recommended to be reduced by 0.025% in FY's 2010 and 2011 to reach a recommended permanent endowment support of development level of 1%. Colleges, support units, auxiliaries, and regional campuses will increase their support of development by \$823,000 in FY 2009. These recommendations in combination with the 180-day hold on current-use gifts and the revenue from the first six months of new endowments distribution, both already in place, along with the revenue from existing unrestricted gift money and endowments set aside for the support of development, will stabilize continuing general fund support of development, provide a funding base for the current level of development efforts and raise \$750,000 of the increased support which in combination with \$1.3 million cash carry forward will be earmarked to assist in the funding of Ohio State's new capital campaign.

Regional Campuses

Budget Context

The mission of the regional campuses of The Ohio State University is to further Ohio State's land grant and outreach traditions by making higher education accessible to university students who desire a campus close to home or a smaller and more intimate one, or who want to be Buckeyes but do not meet the selective admissions standards for the Columbus campus. Regional campus admission is open to all students with high school diplomas or GEDs. The campuses value diversity and enroll students who are traditional and non-traditional in age, many of whom are first generation college students. The regional campuses strive to reach out to their surrounding communities and have a long history, beginning with their very origins, of strong support from their communities. Campus scholarships and other financial aid assist many students to surmount financial obstacles, as does the lower tuition rate on the regional campuses. Smaller class sizes, more personal attention from faculty and staff, and academic enrichment services on the campuses benefit all students and help those who may have been away from education for a number of years or who need to improve their learning skills.



The regional campuses offer the first one to two years of Ohio State arts and sciences general education curriculum as well as all coursework toward OSU degrees in a handful of undergraduate disciplines and graduate professions that align with community and state needs. Many regional campus students take advantage of “campus change” to Columbus to complete their Ohio State academic programs. The regional campuses deliver their programs using OSU faculty and staff.

The campuses share facilities with co-located technical and state colleges. Lima shares its campus with Rhodes State College; Mansfield with North Central State College; Marion with Marion Technical College; and Newark with Central Ohio Technical College. Each campus engages in cooperative activities and programming with its co-located institution, such as library services, student activities, athletic teams, and some transfer and articulation agreements for academic programs. Although each campus has its unique model, the regional campus and the co-located institution strive for efficiency and sharing of expenditures. The regional campuses play an important role in the University System of Ohio as described in Chancellor Fingerhut’s “Strategic Plan for Higher Education, 2008-2017” (March, 2008). The regional campus deans are working with the president and the Board of Regents to define an expanded mission for these unique Ohio State locations, as the state begins implementation of the University System of Ohio.

Revenues and Expenditures

Revenues for the regional campuses are earned from two primary sources: tuition and state subsidy. The table that follows summarizes the resources and expenditures for each campus. (Detailed budgets are included in Section II – Detail of Budgeted Revenues and Expenditures).

Regional Campus FY 2009 Current Funds Budget Summary (dollars in thousands)

Resources	Lima	Mansfield	Marion	Newark
General Funds	\$ 13,804	\$ 16,032	\$ 15,312	\$ 22,559
Earnings Funds	\$ 475	\$ 233	\$ 120	\$ 343
Restricted Funds	\$ 1,767	\$ 2,067	\$ 3,166	\$ 2,525
Total Resources	\$ 16,046	\$ 18,332	\$ 18,598	\$ 25,427
Expenditures				
General Funds	\$ 13,781	\$ 16,015	\$ 15,312	\$ 22,574
Earnings	\$ 395	\$ 233	\$ 104	\$ 328
Restricted	\$ 1,767	\$ 2,067	\$ 3,166	\$ 2,525
Total Expenditures	\$ 15,943	\$ 18,315	\$ 18,582	\$ 25,427

The primary initiatives funded in the 2009 budget are merit-based faculty and staff compensation, improved student services, activities, and facilities, outreach and engagement programming, diversity initiatives, technology, and undergraduate student research and other unique academic opportunities.

Multi-Year Commitments and Financial Goals

While the university budgets on an annual basis, it is necessary to take a longer view to assure that commitments beyond the current year are feasible and that sufficient funds are available to fulfill these long term commitments. In addition, the university needs to continually monitor its financial health in the current year and set targets to guide decision making in the future. By setting legitimate financial goals and parameters, the leadership of the university can make better informed decisions about current year commitments and multi-year commitments with the knowledge that financial resources are available and are being funded in an appropriate manner.

Multiple Year Commitments

The documentation of multi-year commitments has been part of the annual budget report every year since FY 1996. The purpose of this review is to share with the campus community the nature of these commitments and how they change from year to year. In order to plan effectively, the university needs to be able to make commitments across fiscal years, but to do so in a way that does not jeopardize future financial flexibility and maximizes the opportunities for implementation of the Academic Plan.

Continuing General Funds

The following table lists the explicit multi-year commitments against continuing general funds. All amounts are additional funds required in that year. Cancer Center Match is to fund 10% of the marginal increase in indirect cost recoveries on cancer research; however, no match is needed in FY 2009.

**Multi-Year Continuing General Funds Commitments
(Columbus Campus General Funds Budget – In Millions)**

Commitment	FY 2009	FY 2010 Est.	FY 2011 Est.
Student Financial Aid	\$3.5	\$3.5	\$3.5
Cancer Center Match	0.0 ³⁹	TBD	TBD
Outreach and Engagement	0.0	2.5	TBD
Total	\$3.5	\$6.0	\$3.5

There are no continuing commitments beyond FY 2011. The desired ceiling for multi-year commitments is that commitments in the succeeding three years not exceed 1% of the current year's budget. This guideline was established in the mid-1990s in order to preserve future financial flexibility. One percent of the FY 2009 Columbus campus general funds budget is \$12.1M.

In addition to the specific multi-year commitments above, the university will continue to fund increases in a number of areas of the general funds budget.

³⁹ Cancer Center Match for FY 2009 is \$0 because indirect cost recoveries on cancer research did not increase during FY 2008.

These include:

- Competitive annual compensation increases for faculty, staff and student employees
- Access – student financial aid
- Graduate program quality
- Financial stability
- Safety and security
- Facilities
- Academic programs
- Academic and administrative systems
- Outreach and engagement
- Other Academic Plan initiatives

One-Time General Funds

The table below identifies a number of multi-year operating budget cash commitments. These commitments include financing plans for SIS. Planning for SIS began in FY 2006, with funding of \$5M from central resources. Beginning in FY 2007 and continuing through FY 2011 a 0.5% cash assessment will be charged against all college, support unit and auxiliary unit operating budgets to help offset the costs of installing the new system. The total project is estimated to cost between \$43M and \$50M. The targeted completion date of the system is September 2009.

**Multi-Year One-Time General Funds Commitments
(Columbus Campus General Funds Budget – In Millions)**

Commitment	Initial FY	FY 2009	FY 2010 (est)	FY 2011 (est)	Total University Commitment (est)
Targeted Investments in Excellence (5 yrs) ⁴⁰	2007	\$9.0	\$9.0	\$9.0	\$45.0
Student Information System (5 yrs)	2006	9.7	10.0	7.0	50.0
Medical Center Support (5 yrs)	2005	5.0	0.0	0.0	25.0
Buckeye Bundle (3 yrs)	2008	1.0	1.0	TBD	3.0
Campus Security System (6 yrs)	2004	1.4	0.0	0.0	8.5
OSU Pro	2007	0.37	TBD	TBD	TBD
Senn-Delaney	2009	TBD	TBD	TBD	TBD
Student Financial Aid Deficit ⁴¹	2008	7.1	7.1	7.1	TBD

⁴⁰ Also invested is \$1 million annual rate each year.

⁴¹ These are estimates based on 2007 analysis and are expected to decrease as actual 2008 performance is factored into analysis.

The figures in the Multi-Year Commitment table above do not include capital commitments, which are addressed as part of the biennial capital planning process. There is a \$5M TIE capital funds commitment in addition to the one-time general funds operating noted above.

Financial Goals

Measures of financial well being are an important part of any planning process – even more so for public institutions where transparency is paramount. The following goals were developed by the Integrated Financial Planning Group to assist in the University’s strategic financial planning. They have been thoroughly vetted and reviewed over the last year. The Board of Trustees approved these financial performance goals on June 6, 2008. The performance shown is for 2007. Final 2008 performance will not be available until September 1 (after this book goes to print). Please see rpia.ohio-state.edu for the updated numbers.

Category	Target	Performance (2007)
Liquidity		
Primary Reserve Ratio	At least 150 days cash ⁴²	150 days
Rainy Day Fund	At least 1% of General Fund	1.1%
Operating Margin		
General Fund	At least 1%	4.6%
Debt		
Total Financial Resources to Direct Debt ⁴³	At least 1.0 times (X)	2.6 X
Actual Debt Service to Operations ²	No greater than 4.0%	2.2%
Debt Service Coverage ²	At least 3.0 times (X)	6.3 X
SB 6 Ratio ⁴⁴	At least 3.6	4.2
Credit Rating ²	At least AA2	AA2
Health System		
Operating EBIDA Margin ⁴⁵	10.0 - 12.5%	12.1%
Days of Cash on Hand	Increase by 3-5 days annually	+ 6.4 days
Debt Service Coverage	At least 4 times (X)	7.7 X

Conclusions

Financial projections indicate that if present trends continue, the university will have sufficient funds to cover its commitments, but only limited funds to embark on other significant new initiatives. Thus, if any new initiatives are desired or existing initiatives expanded, the university needs to reduce other commitments or secure additional funds.

⁴² In this case, cash means expendable net assets. This includes cash, liquid investments and current receivable minus current payable.

⁴³ Moody’s definition.

⁴⁴ State of Ohio definition.

⁴⁵ EBIDA means earnings before interest, depreciation and amortization.

Selected Definitions

Current Funds are those funds that are earned and expended in the current fiscal year. They include the General Fund, Earnings Operations and Restricted Funds. Excluded entirely from this report are Non-Current Funds such as Plant Funds, Loan Funds and Endowment Principal.

General Funds are unrestricted resources available for allocation in support of core instruction; instructional support and related general administrative and physical plant expenditures.

Earnings Operations are also unrestricted with resources generated from the sales and services of the earnings units. While not a requirement, these resources are generally designated to the unit generating the revenue. Included are the Hospitals & CHRI, Auxiliaries and departmental earnings units.

Auxiliaries are specifically identified by the State as the following earnings operations: Residence & Dining Halls, Intercollegiate Athletics, Student Unions, Bookstores, Transportation & Parking, Fawcett Center, University Airport and Property Management.

Unrestricted refers to the sum of general funds plus earnings operations.

Restricted Funds are funds whose use has been designated by an external agency or individual and limited to support a specific purpose and/or unit. Included is Sponsored Programs.

Instruction and Departmental Research includes all direct and applicable allocated expenditures for all activities that are part of the University's instructional program. It includes expenditures for departmental research and public service that are not separately budgeted.

Academic Support includes all funds expended for activities carried out primarily to provide support services that are an integral part of the operations of one of the three primary missions - instruction, research and public service. Included in this category are Academic Affairs Administration, Libraries, Museums & Galleries and the Deans' offices.

Student Services includes funds expended for those activities whose primary purpose is to contribute to students' emotional and physical well being, as well as their cultural and social development outside the context of the formal instructional program. Included in this category are Admissions and Registration, Counseling, Student Health Service, Recreation & Intramural Sports, Student Financial Aid and the Student unions.

Institutional Support contains expenditures for operations that provide support services to the total University. Included in this category are Executive Management, Business and Finance, Human Resources, University Relations and Development.

Plant, Operations and Maintenance includes all expenditures of current funds for the operation and maintenance of the physical plant, net of amounts charged to auxiliary operations and hospitals.

Included in this category are utilities, repair and renovations, custodial services, grounds maintenance, space rental and property insurance.

Separately Budgeted Research includes all expenditures for activities specifically organized to produce research outcomes, whether commissioned by an external agency to the University (restricted) or the University (unrestricted) and includes matching funds applicable to the conditions set forth by the grant or contract. It does not include training grants or equipment grants.

Public Service includes all funds expended for activities that are established primarily to provide non-credit designated course offerings and services beneficial to individuals and groups external to the University. Included in this category are Continuing Education and Cooperative Extension Services.

Scholarships and Fellowships include expenditures in the form of outright grants and trainee stipends to individuals enrolled in formal coursework, either for credit or non-credit.

One-Time Funds are cash payments made to colleges and departments on a discretionary basis. The source of the funds is the cash balance carried forward from the previous year.

**SUMMARY OF BUDGETED
RESOURCES AND EXPENDITURES
TOTAL UNIVERSITY
(IN THOUSANDS)**

2007-08 Revised Budget	2008-09 Budget	Dollar Change	Percent Change
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RESOURCES

Government Support

State	548,274	619,703	71,429	13.0%
Federal	300,534	324,872	24,338	8.1%
Local	31,890	34,183	2,293	7.2%
Subtotal Government Support	880,698	978,758	98,060	11.1%

Student Fees

Instructional, General & Tuition	677,140	690,423	13,283	2.0%
Other	38,871	42,591	3,720	9.6%
Subtotal Student Fees	716,011	733,014	17,003	2.4%

Other Resources

Health System	1,519,169	1,591,332	72,163	4.8%
Auxiliaries	274,463	287,380	12,917	4.7%
OSU - Physicians	254,000	268,679	14,679	5.8%
Departmental Sales & Services	79,385	85,933	6,548	8.2%
Private Grants & Contracts	311,797	342,407	30,610	9.8%
Other	66,711	64,819	(1,892)	-2.8%
Subtotal Other Resources	2,505,525	2,640,550	135,025	5.4%

Total Resources

	4,102,234	4,352,322	250,088	6.1%

EXPENDITURES

Instructional & General	1,251,882	1,321,133	69,251	5.5%
Separately Budgeted Research	428,020	438,224	10,204	2.4%
Public Service	140,505	147,002	6,497	4.6%
Scholarships & Fellowships	187,657	212,458	24,801	13.2%
Auxiliaries	285,262	302,815	17,553	6.2%
Health System	1,482,751	1,539,070	56,319	3.8%
OSU - Physicians	248,000	257,944	9,944	4.0%

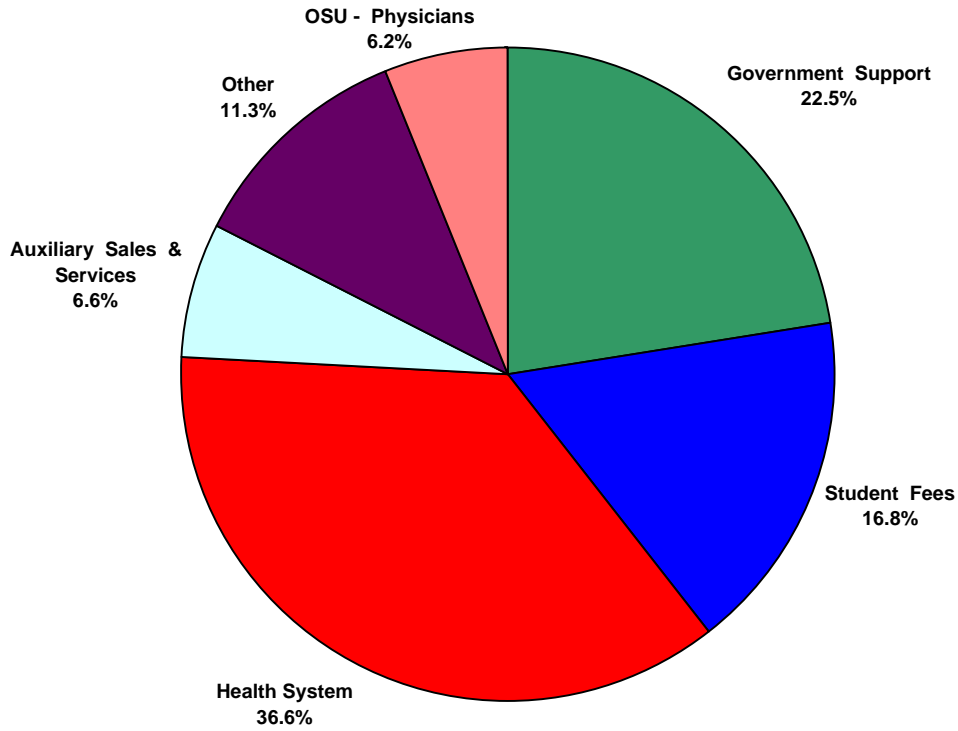
Total Expenditures

	4,024,077	4,218,645	194,568	4.8%

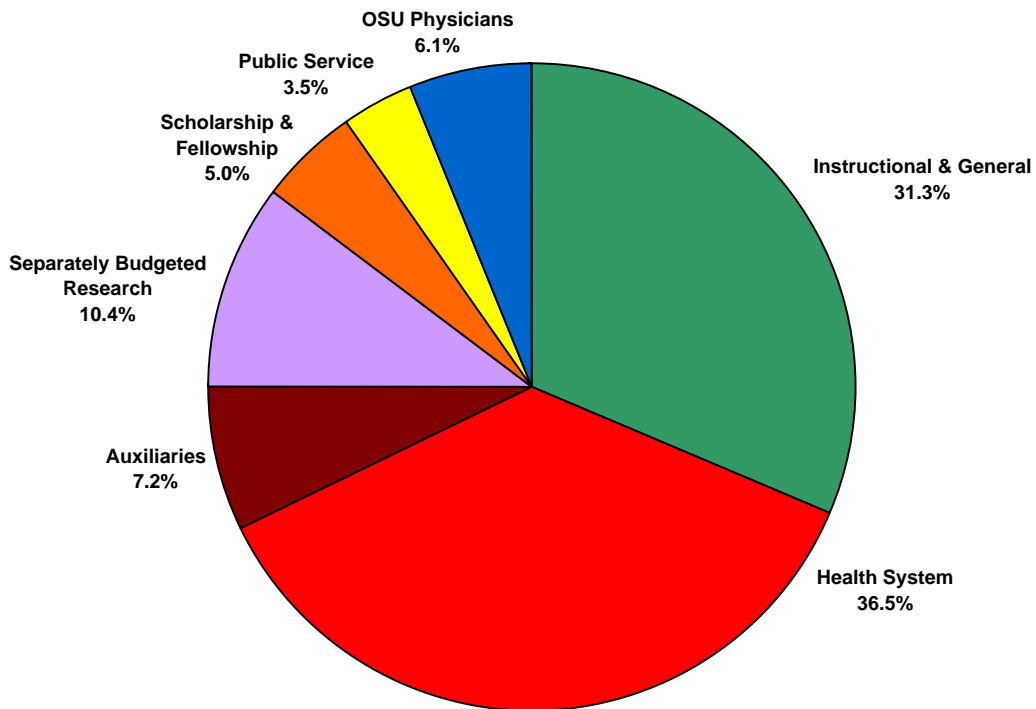
(1) Health Systems budget includes University Hospitals, James Cancer Hospital & Solove Research Institute, University Hospital East, Ross Heart Hospital, Harding Hospital, and Hospital Physician Network.

SUMMARY OF BUDGETED RESOURCES AND EXPENDITURES TOTAL UNIVERSITY - FY 2009

RESOURCES BY SOURCE



EXPENDITURES BY FUNCTION



SUMMARY OF ANNUAL STUDENT FEES COLUMBUS CAMPUS

INSTRUCTIONAL & GENERAL FEES				NONRESIDENT SURCHARGE				
FY 2008 Fees	FY 2009 Fees	Dollar Change	Percent Change	FY 2008 Fees	FY 2009 Fees	Dollar Change	Percent Change	
Undergraduate:								
(1)								
Tier 2	NA	NA	NA	NA	NA	NA	NA	
Tier 3	8,406	8,406	0	0.0%	12,609	13,239	630	5.0%
Graduate Programs:								
Graduate	9,657	10,122	465	4.8%	14,154	14,862	708	5.0%
MLHR	10,017	10,500	483	4.8%	14,154	14,862	708	5.0%
MBA/MBLE	20,346	22,143	1,797	8.8%	14,154	14,862	708	5.0%
Part-time MBA	20,031	21,504	1,473	7.4%	14,154	14,862	708	5.0%
EMBA	39,984	40,446	462	1.2%	NA	NA	NA	NA
Master of Accounting	22,407	24,060	1,653	7.4%	14,154	14,862	708	5.0%
MBOE	NA	28,407	NA	NA	NA	NA	NA	NA
AuD/MSLP	10,008	10,491	483	4.8%	14,154	14,862	708	5.0%
Health Administration	11,466	12,021	555	4.8%	14,154	14,862	708	5.0%
Public Health MPH	10,203	10,695	492	4.8%	14,154	14,862	708	5.0%
Public Health PEP	10,203	10,695	492	4.8%	14,154	14,862	708	5.0%
MPT	10,539	11,454	915	8.7%	14,154	14,862	708	5.0%
MOT	10,305	10,800	495	4.8%	14,154	14,862	708	5.0%
MSW	10,095	10,581	486	4.8%	14,154	14,862	708	5.0%
Professional:								
Pharmacy	14,214	15,459	1,245	8.8%	15,057	15,810	753	5.0%
Dentistry	24,360	26,280	1,920	7.9%	29,061	30,513	1,452	5.0%
Optometry	17,025	18,690	1,665	9.8%	29,061	29,061	0	0.0%
Veterinary Medicine	21,027	22,989	1,962	9.3%	30,042	31,545	1,503	5.0%
Law	18,932	20,602	1,670	8.8%	14,700	14,950	250	1.7%
Medicine	26,919	28,245	1,326	4.9%	14,418	15,138	720	5.0%

Notes:

Full time fees for Undergraduate Students are for 12+ credit hours.

Full time fees for Graduate and Professional Students are for 10+ credit hours

- (1) Tier 2, for full-time continuing undergraduates who were first enrolled at Ohio State prior to Summer Quarter 2003, will phase out effective Autumn Quarter 2008. Any students remaining in that tier will move into Tier 3, which will then be the only undergraduate fee tier.
- (2) Master of Business Operational Excellence is a new program set to start in Winter Quarter 2009.

DETAIL OF BUDGETED RESOURCES AND EXPENDITURES
TOTAL UNIVERSITY BY FUND
(IN THOUSANDS)

2007-08 Revised Budget	2008-2009				Percent Change
	General	Earnings	Restricted	Total Budget	

RESOURCES

Government Support						
State Share of Instruction	352,455	387,135	0	0	387,135	9.8%
Appropriations	126,566	17,770	0	146,141	163,911	29.5%
Ohio Grants & Contracts	69,253	7,357	0	61,300	68,657	-0.9%
Subtotal State Support	548,274	412,262	0	207,441	619,703	13.0%
Federal Grants & Contracts	300,534	46,954	0	277,918	324,872	8.1%
Local Grants & Contracts	31,890	6,983	0	27,200	34,183	7.2%
Subtotal Government	880,698	466,199	0	512,559	978,758	11.1%
Student Fees						
Instructional, General and Tuition	677,140	690,423	0	0	690,423	2.0%
Other	38,871	35,591	7,000	0	42,591	9.6%
Subtotal Student Fees	716,011	726,014	7,000	0	733,014	2.4%
Other Resources						
Health System (1)	1,519,169	0	1,591,332	0	1,591,332	4.8%
Auxiliary Sales & Services	274,463	0	286,380	1,000	287,380	4.7%
OSU - Physicians	254,000	0	268,679	0	268,679	5.8%
Departmental Sales & Services	79,385	0	85,933	0	85,933	8.2%
Private Grants & Contracts	311,797	15,482	0	326,925	342,407	9.8%
Endowment Income (2)	23,134	3,679	130	16,700	20,509	-11.3%
Investment Income	19,958	15,663	4,513	0	20,176	1.1%
Other	23,619	13,971	10,163	0	24,134	2.2%
Subtotal Other	2,505,525	48,795	2,247,130	344,625	2,640,550	5.4%
Total Resources	4,102,234	1,241,008	2,254,130	857,184	4,352,322	6.1%

EXPENDITURES

(3)

Instruction & General						
Instruction & Departmental Research	760,730	626,970	37,161	116,642	780,773	2.6%
Academic Support	160,432	141,475	5,939	20,720	168,133	4.8%
Student Services	92,422	82,192	8,334	3,113	93,639	1.3%
Institutional Support (4)	123,125	98,497	11,320	44,695	154,512	25.5%
Plant, Operations & Maintenance	115,173	106,005	7,546	10,525	124,076	7.7%
Subtotal Instruction & General	1,251,882	1,055,138	70,299	195,695	1,321,133	5.5%
Separately Budgeted Research						
Public Service	140,505	31,086	13,995	101,921	147,002	4.6%
Scholarships & Fellowships	187,657	117,406	50	95,002	212,458	13.2%
Auxiliaries	285,262	5,370	277,445	20,000	302,815	6.2%
Health System (1)	1,482,751	0	1,534,070	5,000	1,539,070	3.8%
OSU - Physicians	248,000	0	257,944	0	257,944	4.0%
Total Expenditures	4,024,077	1,240,913	2,162,670	815,062	4,218,645	4.8%

(1) Health System budget includes University Hospitals, James Cancer Hospital & Solove Research Institute, University Hospital East, Ross Heart Hospital, Harding Hospital, and Hospital Physician Network.

(2) Restricted Endowment reflects reclassification of some revenue to Private Grants & Contracts.

(3) General funds expenditures reflect a new budgeting methodology whereby the budget more closely tracks expenditures in accordance with the financial statements.

(4) Increase in Institutional Support is due to Student Information System implementation, one-time BARS write-off, and legal liability accrual.

**DETAIL OF BUDGETED RESOURCES AND EXPENDITURES
COLUMBUS CAMPUS BY FUND
(IN THOUSANDS)**

2007-08 Revised Budget	2008-2009				Percent Change
	General	Earnings	Restricted	Total Budget	

RESOURCES

Government Support						
State Share of Instruction	330,189	362,682			362,682	9.8%
Appropriations	84,977	14,320		107,859	122,179	43.8%
Ohio Grants & Contracts	68,657	7,357		61,000	68,357	-0.4%
Subtotal State Support	483,823	384,359	0	168,859	553,218	14.3%
Federal Grants & Contracts	274,206	46,954		250,000	296,954	8.3%
Local Grants & Contracts	31,690	6,983		27,000	33,983	7.2%
Subtotal Government	789,719	438,296	0	445,859	884,155	12.0%
Student Fees						
Instructional, General and Tuition	634,817	646,386			646,386	1.8%
Other	38,084	34,738	7,000		41,738	9.6%
Subtotal Student Fees	672,901	681,124	7,000	0	688,124	2.3%
Other Resources						
Health System (1)	1,519,169		1,591,332		1,591,332	4.8%
Auxiliary Sales & Services	273,416		286,266		286,266	4.7%
OSU - Physicians	254,000		268,679		268,679	5.8%
Departmental Sales & Services	76,000		80,000		80,000	5.3%
Private Grants & Contracts	308,807	15,482		325,000	340,482	10.3%
Endowment Income (2)	22,378	3,679		16,000	19,679	-12.1%
Investment Income	18,237	14,310	4,500		18,810	3.1%
Other	19,708	10,796	9,500		20,296	3.0%
Subtotal Other	2,491,715	44,267	2,240,277	341,000	2,625,544	5.4%
Total Resources	3,954,335	1,163,687	2,247,277	786,859	4,197,823	6.2%

EXPENDITURES (3)

Instruction & General						
Instruction & Departmental Research	720,842	589,869	35,509	114,737	740,115	2.7%
Academic Support	151,394	132,574	5,939	20,000	158,513	4.7%
Student Services	82,117	71,184	8,294	3,000	82,478	0.4%
Institutional Support (4)	107,271	87,416	10,420	40,000	137,836	28.5%
Plant, Operations & Maintenance	101,256	97,927	6,157	5,000	109,084	7.7%
Subtotal Instruction & General	1,162,880	978,970	66,318	182,737	1,228,025	5.6%
Separately Budgeted Research						
Public Service	381,315	31,913	8,867	350,000	390,780	2.5%
Scholarships & Fellowships	137,092	31,086	11,765	100,000	142,851	4.2%
Auxiliaries	179,090	116,348	50	87,000	203,398	13.6%
Health System (1)	284,998	5,370	277,363	20,000	302,733	6.2%
OSU - Physicians	1,482,751	0	1,534,070	5,000	1,539,070	3.8%
OSU - Physicians	248,000	0	257,944	0	257,944	4.0%
Total Expenditures	3,876,126	1,163,687	2,156,377	744,737	4,064,801	4.9%

(1) Health System budget includes University Hospitals, James Cancer Hospital & Solove Research Institute, University Hospital East, Ross Heart Hospital, Harding Hospital, and Hospital Physician Network.

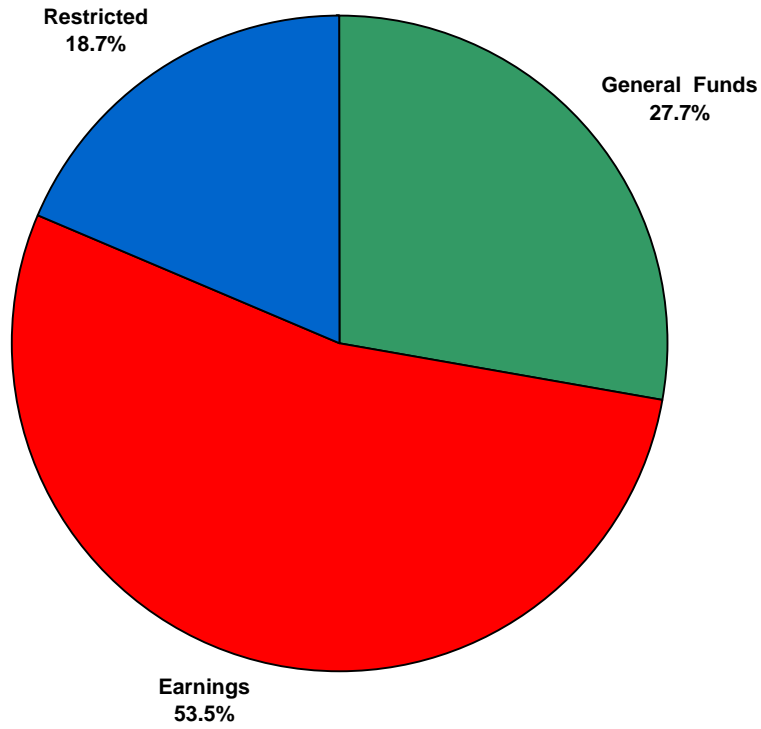
(2) Restricted Endowment reflects reclassification of some revenue to Private Grants & Contracts.

(3) General funds expenditures reflect a new budgeting methodology whereby the budget more closely tracks expenditures in accordance with the financial statements.

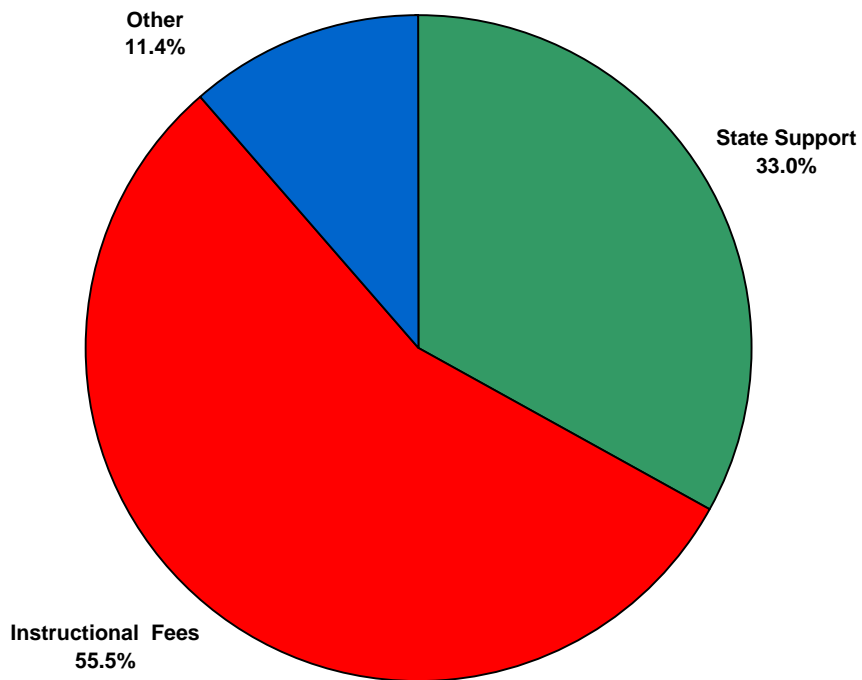
(4) Increase in Institutional Support is due to Student Information System implementation, one-time BARS write-off, and legal liability accrual.

BUDGETED RESOURCES Columbus Campus - FY 2009

RESOURCES BY FUND



GENERAL FUNDS BY SOURCE



**DETAILED BREAKOUT OF FY 2009 FINAL FUNDING
RECOMMENDATIONS BY BUDGET CATEGORY- COLUMBUS CAMPUS**

Category	Detail	Continuing	One Time
Safety and Security	<i>Mandates</i>		
	Homeland Security Reporting	\$ 85,000	\$ 31,000
	Chemical Anti-terrorism	\$ 150,000	
	Communicable Diseases	\$ 30,000	
	Fire Suppression		\$ 220,000
	Radiation Safety	\$ 111,000	
	Building Security		\$ 1,400,000
	Subtotal	\$ 376,000	\$ 1,651,000
	<i>Additional Safety Services</i>		
	Fire Safety Inspectors	\$ 109,000	
	Additional Safety Services	\$ 193,000	
	Adm Mgr/Student Escort Service	\$ 73,000	
	SA - Behavioral Support/Database	\$ 168,000	\$ 158,000
	Neighborhood Policing Center	\$ 75,000	
	Student Escort Service	\$ 100,000	
	Subtotal	\$ 718,000	\$ 158,000
	<i>Cyber Security</i>		
Security Enhancements	\$ 226,000	\$ 860,000	
Subtotal	\$ 226,000	\$ 860,000	
Total	\$ 1,320,000	\$ 2,669,000	
Facilities	ADA Access Management	\$ 13,000	\$ 178,000
	Steam Line Maintenance	\$ 100,000	
	Construction Attorney	\$ 125,000	\$ 125,000
	Energy Sustainability	\$ 377,000	
	Environmental Compliance		\$ 150,000
	Campus Beautification		\$ 450,000
	Energy Projects		\$ 250,000
	Stone Lab Support		\$ 400,000
	Deferred Maintenance		\$ 1,000,000
	Emergency Generators		\$ 400,000
	Classroom Readiness		\$ 300,000
	Total	\$ 615,000	\$ 3,253,000
	Academic	VP for International Affairs	\$ 228,000
STEM Scholarships		\$ 104,000	
T.I.E		\$ 1,000,000	\$ 9,000,000
Kirwan Institute			\$ 200,000
Medical Center Support			\$ 5,000,000
Total		\$ 1,332,000	\$ 14,200,000
Systems	SIS (Central)		\$ 3,000,000
	OSU Pro		\$ 371,000
	SIS (Assessment)		\$ 6,700,000
	Financial Infrastructure		\$ 4,000,000
	ERP Priority Requests		\$ 340,000
	On-Line 100W		\$ 485,000
	Total	\$ -	\$ 14,896,000
Outreach	Tech Transfer	\$ 200,000	
	Outreach and Engagement		\$ 2,500,000
	WOSU		\$ 58,000
	Total	\$ 200,000	\$ 2,558,000
Misc.	Internal Auditor	\$ 82,000	
	President's Office Support	\$ 700,000	\$ 1,000,000
	Immigration Attorney	\$ 139,000	\$ 139,000
	STEM Coordinator	\$ 150,000	
	National Media Relations Program	\$ 132,000	\$ 150,000
	Development Campaign	\$ 750,000	
	University Relations		\$ 90,000
	HR - ARL Backlog		\$ 90,000
Total	\$ 1,953,000	\$ 1,469,000	
Grand Total		\$ 5,420,000	\$ 39,045,000

**DETAIL OF BUDGETED RESOURCES AND EXPENDITURES
LIMA CAMPUS BY FUND
(IN THOUSANDS)**

2007-08 Revised Budget	2008-2009				Percent Change
	General	Earnings	Restricted	Total Budget	

RESOURCES

Government Support						
State Share of Instruction	3,918	4,296			4,296	9.7%
Appropriations	595	549		65	614	3.2%
Ohio Grants & Contracts	137			100	100	-27.0%
Subtotal State Support	4,650	4,845	0	165	5,010	7.7%
Federal Grants & Contracts	1,500			1,602	1,602	6.8%
Detail Local Grants & Contracts	0				0	
Subtotal Government	6,150	4,845	0	1,767	6,612	7.5%
Student Fees						
Instructional, General and Tuition	7,393	8,009			8,009	8.3%
Other	180	196			196	8.9%
Subtotal Student Fees	7,573	8,205	0	0	8,205	8.3%
Other Resources						
Health System	0				0	
Auxiliary Sales & Services	0				0	
OSU - Physicians	0				0	
Departmental Sales & Services	0				0	
Private Grants & Contracts	0				0	
Endowment Income	0				0	
Investment Income	265	170			170	-35.8%
Other	1,213	584	475		1,059	-12.7%
Subtotal Other	1,478	754	475	0	1,229	-16.8%
Total Resources	15,201	13,804	475	1,767	16,046	5.6%

EXPENDITURES

Instruction & General						
Instruction & Departmental Research	7,925	7,660	395	130	8,185	3.3%
Academic Support	1,868	1,935		45	1,980	6.0%
Student Services	1,496	1,801		25	1,826	22.1%
Institutional Support	1,409	1,534		15	1,549	9.9%
Plant, Operations & Maintenance	911	851		5	856	-6.0%
Subtotal Instruction & General	13,609	13,781	395	220	14,396	5.8%
Separately Budgeted Research	80			100	100	25.0%
Public Service	45			25	25	-44.4%
Scholarships & Fellowships	1,327			1,422	1,422	7.2%
Auxiliaries	0				0	
Health System	0				0	
OSU - Physicians	0				0	
Total Expenditures	15,061	13,781	395	1,767	15,943	5.9%

ASSUMPTIONS

- Faculty compensation pool of 5%
- Staff compensation pool of 4%
- No undergraduate tuition increase; 5% tuition increase for graduate
- Increase of 9.6% in SSI and Tuition Subsidy
- Increase of .3% in Access Challenge
- Enrollment FTE projected to increase by 4%

**DETAIL OF BUDGETED RESOURCES AND EXPENDITURES
MANSFIELD CAMPUS BY FUND
(IN THOUSANDS)**

2007-08 Revised Budget	2008-2009				Total Budget	Percent Change
	General	Earnings	Restricted			

RESOURCES

Government Support						
State Share of Instruction	4,269	4,689			4,689	9.8%
Appropriations	1,242	692		551	1,243	0.1%
Ohio Grants & Contracts	70			0	0	-100.0%
Subtotal State Support	5,581	5,381	0	551	5,932	6.3%
Federal Grants & Contracts	1,416			1,516	1,516	7.1%
Detail: Local Grants & Contracts	0				0	
Subtotal Government	6,997	5,381	0	2,067	7,448	6.4%
Student Fees						
Instructional, General and Tuition	8,522	8,365			8,365	-1.8%
Other	125	135			135	8.0%
Subtotal Student Fees	8,647	8,500	0	0	8,500	-1.7%
Other Resources						
Health System					0	
Auxiliary Sales & Services	72				0	-100.0%
OSU - Physicians					0	
Departmental Sales & Services (1)	241		233		233	-3.3%
Private Grants & Contracts					0	
Endowment Income					0	
Investment Income	366	258			258	-29.5%
Other (2)	1,827	1,893			1,893	3.6%
Subtotal Other	2,506	2,151	233	0	2,384	-4.9%
Total Resources	18,150	16,032	233	2,067	18,332	1.0%

EXPENDITURES

Instruction & General						
Instruction & Departmental Research	6,286	6,129		175	6,304	0.3%
Academic Support	1,755	1,745		20	1,765	0.6%
Student Services	2,612	2,843		35	2,878	10.2%
Institutional Support	2,430	2,606		20	2,626	8.1%
Plant, Operations & Maintenance	1,999	2,062		15	2,077	3.9%
Subtotal Instruction & General	15,082	15,385	0	265	15,650	3.8%
Separately Budgeted Research						
Public Service	100			100	100	0.0%
Scholarships & Fellowships	280		233	2	235	-16.1%
Auxiliaries	2,421	630		1,700	2,330	-3.8%
Health System	190				0	-100.0%
OSU - Physicians					0	
Total Expenditures	18,073	16,015	233	2,067	18,315	1.3%

ASSUMPTIONS

- Compensation pool of 3.5% with additional .5% for equity
- No undergraduate tuition increase; 5% increase for graduate.
- Increase of 9% in SSI and Tuition Subsidy
- Decrease in Access Challenge 2%
- Enrollment FTE projected to decrease by 3.25%

(1) Auxiliary services not generating sufficient revenue; student activities being funded with general funds.

**DETAIL OF BUDGETED RESOURCES AND EXPENDITURES
MARION CAMPUS BY FUND
(IN THOUSANDS)**

2007-08 Revised Budget	2008-2009				Percent Change
	General	Earnings	Restricted	Total Budget	

RESOURCES

Government Support						
State Share of Instruction	4,199	4,614			4,614	9.9%
Appropriations	777	760		66	826	6.3%
Ohio Grants & Contracts	50			0	0	-100.0%
Subtotal State Support	5,026	5,374	0	66	5,440	8.2%
Federal Grants & Contracts	2,400			2,700	2,700	12.5%
Local Grants & Contracts	0				0	
Subtotal Government	7,426	5,374	0	2,766	8,140	9.6%
Student Fees						
Instructional, General and Tuition	8,928	9,198			9,198	3.0%
Other	138	160			160	15.9%
Subtotal Student Fees	9,066	9,358	0	0	9,358	3.2%
Other Resources						
Health System	0				0	
Auxiliary Sales & Services	0				0	-100.0%
OSU - Physicians	0				0	
Departmental Sales & Services	54		120		120	122.2%
Private Grants & Contracts	740			400	400	-45.9%
Endowment Income	0				0	
Investment Income	500	500			500	0.0%
Other	73	80			80	9.6%
Subtotal Other	1,367	580	120	400	1,100	-19.5%
Total Resources	17,859	15,312	120	3,166	18,598	4.1%

EXPENDITURES

Instruction & General						
Instruction & Departmental Research	6,754	6,350	58	50	6,458	-4.4%
Academic Support	2,183	2,454		30	2,484	13.8%
Student Services	2,330	2,439	40	38	2,517	8.0%
Institutional Support	2,626	2,211		500	2,711	3.2%
Plant, Operations & Maintenance	1,346	1,533	6	2	1,541	14.5%
Subtotal Instruction & General	15,239	14,986	104	620	15,710	3.1%
Separately Budgeted Research						
Public Service	850			736	736	-13.4%
Scholarships & Fellowships	1,799	326		1,810	2,136	18.7%
Auxiliaries	0				0	
Health System	0				0	
OSU - Physicians	0				0	
Total Expenditures	17,888	15,312	104	3,166	18,582	3.9%

ASSUMPTIONS

Faculty compensation pool of 3.5% with additional 1.5% for equity
 Staff compensation pool of 3.5% with additional .5% equity
 No undergraduate tuition increase; 5% tuition increase for graduate
 Increase of 9.6% in SSI and tuition subsidy
 Increase in Access Challenge 2%
 Enrollment FTE projected to decrease by 2%

**DETAIL OF BUDGETED RESOURCES AND EXPENDITURES
NEWARK CAMPUS BY FUND
(IN THOUSANDS)**

2007-08 Revised Budget	2008-2009				Percent Change
	General	Earnings	Restricted	Total Budget	

RESOURCES

Government Support						
State Share of Instruction	5,497	6,039			6,039	9.9%
Appropriations	1,017	1,102		0	1,102	8.4%
Ohio Grants & Contracts	74				0	-100.0%
Subtotal State Support	6,588	7,141	0	0	7,141	8.4%
Federal Grants & Contracts	2,100			2,500	2,500	19.0%
Detail Local Grants & Contracts	0				0	
Subtotal Government	8,688	7,141	0	2,500	9,641	11.0%
Student Fees						
Instructional, General and Tuition	13,309	14,308			14,308	7.5%
Other	342	360			360	5.3%
Subtotal Student Fees	13,651	14,668	0	0	14,668	7.5%
Other Resources						
Health System	0				0	
Auxiliary Sales & Services	75		114		114	52.0%
OSU - Physicians	0				0	
Departmental Sales & Services	0		229		229	
Private Grants & Contracts	50			25	25	-50.0%
Endowment Income	0				0	
Investment Income	500	350			350	-30.0%
Other	380	400			400	5.3%
Subtotal Other	1,005	750	343	25	1,118	11.2%
Total Resources	23,344	22,559	343	2,525	25,427	8.9%

EXPENDITURES

Instruction & General						
Instruction & Departmental Research	11,951	12,087		150	12,237	2.4%
Academic Support	1,761	1,907			1,907	8.3%
Student Services	2,928	2,951			2,951	0.8%
Institutional Support	2,720	3,338		110	3,448	26.8%
Plant, Operations & Maintenance	1,976	2,291			2,291	15.9%
Subtotal Instruction & General	21,336	22,574	0	260	22,834	7.0%
Separately Budgeted Research	25			20	20	-20.0%
Public Service (1)	10		246	25	271	2610.0%
Scholarships & Fellowships	1,929			2,220	2,220	15.1%
Auxiliaries	74		82		82	10.8%
Health System	0				0	
OSU - Physicians	0				0	
Total Expenditures	23,374	22,574	328	2,525	25,427	8.8%

ASSUMPTIONS

- Faculty compensation pool of 4.5% with additional 1.0% for equity for faculty
- Staff compensation pool of 3.5% with additional .5% for high performance
- No undergraduate tuition increase; 5% increase for graduate
- Increase of 9.5% in SSI and tuition subsidy
- Increase in Access Challenge 7.2%
- Enrollment FTE projected to increase by 2.5%

(1) Change is the result of inclusion of Business & Industry Auxiliary budget previously omitted.

DETAIL OF BUDGETED RESOURCES AND EXPENDITURES
AGRICULTURAL TECHNICAL INSTITUTE BY FUND
(IN THOUSANDS)

2007-08 Revised Budget	2008-2009				Percent Change
	General	Earnings	Restricted	Total Budget	

RESOURCES

Government Support						
State Share of Instruction	4,383	4,815			4,815	9.8%
Appropriations	784	347		426	773	-1.4%
Ohio Grants & Contracts	150			100	100	-33.3%
Subtotal State Support	5,317	5,162	0	526	5,688	7.0%
Federal Grants & Contracts	1,512			1,600	1,600	5.8%
Detail Local Grants & Contracts					0	
Subtotal Government	6,829	5,162	0	2,126	7,288	6.7%
Student Fees						
Instructional, General and Tuition	4,171	4,157			4,157	-0.3%
Other	2	2			2	0.0%
Subtotal Student Fees	4,173	4,159	0	0	4,159	-0.3%
Other Resources						
Health System	0				0	
Auxiliary Sales & Services	0				0	
OSU - Physicians	0				0	
Departmental Sales & Services	1,565		2,591		2,591	65.6%
Private Grants & Contracts	0				0	
Endowment Income	56		130		130	132.1%
Investment Income	90	75	13		88	-2.2%
Other	418	218	188		406	-2.9%
Subtotal Other	2,129	293	2,922	0	3,215	51.0%
Total Resources	13,131	9,614	2,922	2,126	14,662	11.7%

EXPENDITURES

Instruction & General						
Instruction & Departmental Research	5,972	4,875	1,199	200	6,274	5.1%
Academic Support	871	860		25	885	1.6%
Student Services	939	974		15	989	5.3%
Institutional Support	1,444	1,392		50	1,442	-0.1%
Plant, Operations & Maintenance	1,385	1,341	23	3	1,367	-1.3%
Subtotal Instruction & General	10,611	9,442	1,222	293	10,957	3.3%
Separately Budgeted Research						
Public Service	1,228		1,751	133	1,884	53.4%
Scholarships & Fellowships	1,002	102		700	802	-20.0%
Auxiliaries	0				0	
Health System	0				0	
OSU - Physicians	0				0	
Total Expenditures	13,341	9,544	2,973	2,126	14,643	9.8%

ASSUMPTIONS

- Compensation pool of 3.5%
- No undergraduate tuition increase
- Increase of 9.8% in SSI and tuition subsidy
- No increase in Access Challenge
- Enrollment FTE projected to increase by 2%

DETAIL OF BUDGETED RESOURCES AND EXPENDITURES
OHIO AGRICULTURAL AND RESEARCH DEVELOPMENT CENTER BY FUND
(IN THOUSANDS)

2007-08 Revised Budget	2008-2009				Percent Change
	General	Earnings	Restricted	Total Budget	

RESOURCES

Government Support						
State Share of Instruction	0				0	
Appropriations	37,174			37,174	37,174	0.0%
Ohio Grants & Contracts	115			100	100	-13.0%
Subtotal State Support	37,289	0	0	37,274	37,274	0.0%
Federal Grants & Contracts	17,400			18,000	18,000	3.4%
Detail Local Grants & Contracts	200			200	200	0.0%
Subtotal Government	54,889	0	0	55,474	55,474	1.1%
Student Fees						
Instructional, General and Tuition	0				0	
Other	0				0	
Subtotal Student Fees	0	0	0	0	0	
Other Resources						
Health System	0				0	
Auxiliary Sales & Services	900			1,000	1,000	11.1%
OSU - Physicians	0				0	
Departmental Sales & Services	1,525		2,760		2,760	81.0%
Private Grants & Contracts	2,200			1,500	1,500	-31.8%
Endowment Income	700			700	700	0.0%
Investment Income	0				0	
Other	0				0	
Subtotal Other	5,325	0	2,760	3,200	5,960	11.9%
Total Resources	60,214	0	2,760	58,674	61,434	2.0%

EXPENDITURES

Instruction & General						
Instruction & Departmental Research	1,000			1,200	1,200	20.0%
Academic Support	600			600	600	0.0%
Student Services					0	
Institutional Support	5,225		900	4,000	4,900	-6.2%
Plant, Operations & Maintenance	6,300		1,360	5,500	6,860	8.9%
Subtotal Instruction & General	13,125	0	2,260	11,300	13,560	3.3%
Separately Budgeted Research	46,000			46,224	46,224	0.5%
Public Service	1,000			1,000	1,000	0.0%
Scholarships & Fellowships	89			150	150	68.5%
Auxiliaries	0				0	
Health System	0				0	
OSU - Physicians	0				0	
Total Expenditures	60,214	0	2,260	58,674	60,934	1.2%

**SUMMARY OF STATE SUPPORT
COLUMBUS CAMPUS
(IN THOUSANDS)**

2007-08 Revised Budget	2008-2009			Dollar Change	Percent Change
	General Funds	Restrct'd	Total Budget		

CORE FUNDING

Instructional Funding
Mission-Based Core Funding:
 Success Challenge
 Research Incentive (1)
 Innovation Incentive
 Ohio Innovation Partnership (2)
 Priorities in Graduate Education
Subtotal Core Funding

330,189	362,682		362,682	32,493	9.8%
11,098	11,584		11,584	486	4.4%
13,207		7,801	7,801	(5,406)	-40.9%
1,947	1,947		1,947	0	0.0%
0		42,000	42,000	42,000	NA
572		572	572	0	0.0%
357,013	376,213	50,373	426,586	69,573	19.5%

APPROPRIATIONS

OSU-Specific Line Items:
 Cooperative Extension
 Clinical Teaching
 Sea Grants
 Dental/Veterinary Medicine
 Supercomputer
 OARNET
 Ohio Learning Network
 OSU Glenn Institute
 BioMEMS Program
 Subtotal OSU-Specific Line Items

General Line Items

 Teacher Improvement Initiatives
 Urban Universities
 College Readiness and Access
 Library Book Depository
 Student Support Services
 Capital Component
 Medical Items:
 Family Practice
 Primary Care
 Geriatric Medicine
 Area Health Education Center
 Subtotal General Line Items

26,273		26,273	26,273	0	0.0%
13,566		13,566	13,566	0	0.0%
300		300	300	0	0.0%
1,277		1,277	1,277	0	0.0%
4,271		4,271	4,271	0	0.0%
3,727		3,727	3,727	0	0.0%
3,119		3,119	3,119	0	0.0%
619	619		619	0	0.0%
100		100	100	0	0.0%
53,252	619	52,633	53,252	0	0.0%
1,196		1,054	1,054	(142)	-11.9%
315		470	470	155	49.2%
319		319	319	0	0.0%
397		459	459	62	15.6%
170	170		170	0	0.0%
1,213		1,213	1,213	0	0.0%
706		706	706	0	0.0%
297		344	344	47	15.8%
107		107	107	0	0.0%
181		181	181	0	0.0%
4,901	170	4,853	5,023	122	2.5%
58,153	789	57,486	58,275	122	0.2%

Total Appropriations

OHIO GRANTS & CONTRACTS

68,657	7,357	61,000	68,357	(300)	-0.4%
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TOTAL STATE SUPPORT

483,823	384,359	168,859	553,218	69,395	14.3%
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(1) Formerly known as Research Challenge

(2) In the first round of competition for the Ohio Research Scholars program, OSU was part of approximately \$100M in successful proposals, and expects to receive at least \$39M of these moneys. Partnering with other Ohio institutions, OSU was part of a \$4.5M proposal which was selected in the first round of the Choose Ohio First Scholarship program, and expects to receive at least \$3M in new moneys.

**SUMMARY OF STATE SUPPORT
EXTENDED CAMPUSES
(IN THOUSANDS)**

2007-08 Total Budget	2008-09		Total Budget	Dollar Change	Percent Change
	General Funds	Restrct'd			

LIMA CAMPUS

State Share of Instruction
State Appropriations
Access Challenge
Jobs Challenge
Capital Component
Subtotal Appropriations

State Grants & Contracts

Total Lima Campus

3,918	4,296		4,296	378	9.7%
478	480		480	2	0.4%
52	69		69	17	32.7%
65		65	65	0	0.0%
595	549	65	614	19	3.2%
137	0	100	100	(37)	-27.0%
4,650	4,845	165	5,010	360	7.7%

MANSFIELD CAMPUS

State Share of Instruction
State Appropriations
Access Challenge
Jobs Challenge
Capital Component
Subtotal Appropriations

State Grants & Contracts

Total Mansfield Campus

4,269	4,689		4,689	420	9.8%
639	623		623	(16)	-2.5%
52	69		69	17	32.7%
551		551	551	0	0.0%
1,242	692	551	1,243	1	0.1%
70	0	0	0	(70)	-100.0%
5,581	5,381	551	5,932	351	6.3%

MARION CAMPUS

State Share of Instruction
State Appropriations
Access Challenge
Jobs Challenge
Capital Component
Subtotal Appropriations

State Grants & Contracts

Total Marion Campus

4,199	4,614		4,614	415	9.9%
659	673		673	14	2.1%
52	87		87	35	67.3%
66		66	66	0	0.0%
777	760	66	826	49	6.3%
50	0	0	0	(50)	-100.0%
5,026	5,374	66	5,440	414	8.2%

**SUMMARY OF STATE SUPPORT
EXTENDED CAMPUSES
(IN THOUSANDS)**

2007-08 Total Budget	2008-09		Total Budget	Dollar Change	Percent Change
	General Funds	Restrct'd			

NEWARK CAMPUS

State Share of Instruction
State Appropriations
Access Challenge
Jobs Challenge
Capital Component
Subtotal Appropriations

State Grants & Contracts

Total Newark Campus

5,497	6,039		6,039	542	9.9%
965	1,035		1,035	70	7.3%
52	67		67	15	28.8%
0		0	0	0	
1,017	1,102	0	1,102	85	8.4%
74		0	0	(74)	-100.0%
6,588	7,141	0	7,141	553	8.4%

AGRICULTURAL TECH INSTITUTE

State Share of Instruction
State Appropriations
Access Challenge
Jobs Challenge
Student Support Services
Capital Component
Subtotal Appropriations

State Grants & Contracts

Total ATI

4,383	4,815		4,815	432	9.8%
251	249		249	(2)	-0.8%
77	68		68	(9)	-11.7%
30	30		30		
426		426	426	0	0.0%
784	347	426	773	(11)	-1.4%
150		100	100	(50)	-33.3%
5,317	5,162	526	5,688	371	7.0%

OARDC

Appropriations
State Grants & Contracts

Total OARDC

37,174		37,174	37,174	0	0.0%
115		100	100	(15)	0.0%
37,289	0	37,274	37,274	(15)	0.0%

TOTAL EXTENDED CAMPUSES

State Share of Instruction
Appropriations
State Grants & Contracts

Total Extended Campuses

22,266	24,453	0	24,453	2,187	9.8%
41,589	3,450	38,282	41,732	143	0.3%
596	0	300	300	(296)	-49.7%
64,451	27,903	38,582	66,485	2,034	3.2%

SUMMARY OF STUDENT FEE INCOME COLUMBUS CAMPUS

(IN THOUSANDS)

FY 2008 Revised Budget	FY 2009 Budget	Dollar Change	Percent Change
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INSTRUCTIONAL FEES

Instructional Fees
General Fees
Non-Resident Surcharge

Subtotal Instructional Fees

OTHER FEES

Student Activity Fee
Application Fees
Acceptance Fees
Recreation Fee
Technology Fees
Program Fees
Flight Instruction
Medical Instrument Fees
Other

Subtotal Other Fees

TOTAL STUDENT FEE INCOME

488,020	497,389	9,370	1.9%
19,883	19,810	(73)	-0.4%
126,915	129,187	2,272	1.8%
634,817	646,386	11,569	1.8%
2,323	2,335	12	0.5%
2,065	2,065	0	0.0%
1,075	1,075	0	0.0%
12,454	12,907	453	3.6%
4,800	5,442	642	13.4%
3,400	5,868	2,468	72.6%
900	900	0	0.0%
2,205	2,289	84	3.8%
1,862	1,857	(5)	-0.3%
31,084	34,738	3,654	11.8%
665,901	681,124	15,223	2.3%

**2008-2009 STUDENT FEE SCHEDULE
FEES PER QUARTER
COLUMBUS CAMPUS**

Undergraduate (1)								
Credit Hours	Instrn'l Fees	General Fees		Rec Fees	COTA	Resident Total	Non-Resident Tuition	Non-Resident Total
		Basic	Student Activity					
				(2)	(3)			
0	221	11	2		9	243	184	427
1	443	21	3		9	476	368	844
2	555	26	3		9	593	736	1,329
3	665	32	4		9	710	1,103	1,813
4	887	42	5	82	9	1,025	1,471	2,496
5	1,109	53	6	82	9	1,259	1,839	3,098
6	1,330	63	8	82	9	1,492	2,207	3,699
7	1,552	74	9	82	9	1,726	2,574	4,300
8	1,774	84	10	82	9	1,959	2,942	4,901
9	1,996	95	11	82	9	2,193	3,310	5,503
10	2,217	105	13	82	9	2,426	3,678	6,104
11	2,439	116	14	82	9	2,660	4,045	6,705
12+	2,661	126	15	82	9	2,893	4,413	7,306

(1) See Detail of Selected Rates for clinic, technology, and program fees charged by certain programs.

(2) The Recreation Fee is a flat fee for four or more credit hours.

(3) The COTA fee goes to the Central Ohio Transit Authority for student bus passes.

**2008-2009 STUDENT FEE SCHEDULE
FEES PER QUARTER
COLUMBUS CAMPUS**

Masters & PhD (1)								
Credit Hours	Instrn'l Fees	General Fees	Student Activity Fees	Rec Fees	COTA	Resident Total	Non-Resident Tuition	Non-Resident Total
				(2)	(3)			
0	203	8	1		9	221	248	469
1	406	16	2		9	433	495	928
2	650	25	3		9	687	991	1,678
3	974	38	5		9	1,026	1,486	2,512
4	1,299	50	6	82	9	1,446	1,982	3,428
5	1,624	63	8	82	9	1,786	2,477	4,263
6	1,949	76	9	82	9	2,125	2,972	5,097
7	2,274	88	11	82	9	2,464	3,468	5,932
8	2,598	101	12	82	9	2,802	3,963	6,765
9	2,923	113	14	82	9	3,141	4,459	7,600
10+	3,248	126	15	82	9	3,480	4,954	8,434

MLHR (4)								
Credit Hours	Instrn'l Fees	General Fees	Student Activity Fees	Rec Fees	COTA	Resident Total	Non-Resident Tuition	Non-Resident Total
				(2)	(3)			
0	211	8	1		9	229	248	477
1	422	16	2		9	449	495	944
2	675	25	3		9	712	991	1,703
3	1,012	38	5		9	1,064	1,486	2,550
4	1,350	50	6	82	9	1,497	1,982	3,479
5	1,687	63	8	82	9	1,849	2,477	4,326
6	2,024	76	9	82	9	2,200	2,972	5,172
7	2,362	88	11	82	9	2,552	3,468	6,020
8	2,699	101	12	82	9	2,903	3,963	6,866
9	3,037	113	14	82	9	3,255	4,459	7,714
10+	3,374	126	15	82	9	3,606	4,954	8,560

(1) See Detail of Selected Rates for clinic, technology, and program fees charged by certain programs.

(2) The Recreation Fee is a flat fee for four or more credit hours.

(3) The COTA fee goes to the Central Ohio Transit Authority for student bus passes.

(4) Students in this program also pay a \$174 learning technology fee prorated by credit hour.

**2008-2009 STUDENT FEE SCHEDULE
FEES PER QUARTER
COLUMBUS CAMPUS**

<u>MBA/MBLE (1)</u>								
Credit Hours	Instrn'l Fees	General Fees	Student Activity Fees	Rec Fees	COTA	Resident Total	Non-Resident Tuition	Non-Resident Total
					(2)	(3)		
0	454	8	1			9	248	720
1	907	16	2			9	495	1,429
2	1,451	25	3			9	991	2,479
3	2,177	38	5			9	1,486	3,715
4	2,902	50	6	82		9	1,982	5,031
5	3,628	63	8	82		9	2,477	6,267
6	4,353	76	9	82		9	2,972	7,501
7	5,079	88	11	82		9	3,468	8,737
8	5,804	101	12	82		9	3,963	9,971
9	6,530	113	14	82		9	4,459	11,207
10+	7,255	126	15	82		9	4,954	12,441

<u>Part-Time MBA (1)</u>								
Credit Hours	Instrn'l Fees	General Fees	Student Activity Fees	Rec Fees	COTA	Resident Total	Non-Resident Tuition	Non-Resident Total
					(2)	(3)		
0	440	8	1			9	248	706
1	880	16	2			9	495	1,402
2	1,408	25	3			9	991	2,436
3	2,113	38	5			9	1,486	3,651
4	2,817	50	6	82		9	1,982	4,946
5	3,521	63	8	82		9	2,477	6,160
6	4,225	76	9	82		9	2,972	7,373
7	4,929	88	11	82		9	3,468	8,587
8	5,634	101	12	82		9	3,963	9,801
9	6,338	113	14	82		9	4,459	11,015
10+	7,042	126	15	82		9	4,954	12,228

(1) Students in this program also pay a \$174 learning technology fee prorated by credit hour.

(2) The Recreation Fee is a flat fee for four or more credit hours.

(3) The COTA fee goes to the Central Ohio Transit Authority for student bus passes.

**2008-2009 STUDENT FEE SCHEDULE
FEES PER QUARTER
COLUMBUS CAMPUS**

EMBA (1)								
Credit Hours	Instrn'l Fees	General Fees	Student Activity Fees	Rec Fees	COTA	Resident Total	Non-Resident Tuition	Non-Resident Total
				(2)	(3)			
0	835	8	1		9	853		853
1	1,670	16	2		9	1,697		1,697
2	2,671	25	3		9	2,708		2,708
3	4,007	38	5		9	4,059		4,059
4	5,342	50	6	82	9	5,489		5,489
5	6,678	63	8	82	9	6,840		6,840
6	8,014	76	9	82	9	8,190		8,190
7	9,349	88	11	82	9	9,539		9,539
8	10,685	101	12	82	9	10,889		10,889
9	12,020	113	14	82	9	12,238		12,238
10+	13,356	126	15	82	9	13,588		13,588

Master of Accounting (1)								
Credit Hours	Instrn'l Fees	General Fees	Student Activity Fees	Rec Fees	COTA	Resident Total	Non-Resident Tuition	Non-Resident Total
				(2)	(3)			
0	494	8	1		9	512	248	760
1	987	16	2		9	1,014	495	1,509
2	1,579	25	3		9	1,616	991	2,607
3	2,368	38	5		9	2,420	1,486	3,906
4	3,158	50	6	82	9	3,305	1,982	5,287
5	3,947	63	8	82	9	4,109	2,477	6,586
6	4,736	76	9	82	9	4,912	2,972	7,884
7	5,526	88	11	82	9	5,716	3,468	9,184
8	6,315	101	12	82	9	6,519	3,963	10,482
9	7,105	113	14	82	9	7,323	4,459	11,782
10+	7,894	126	15	82	9	8,126	4,954	13,080

(1) Students in this program also pay a \$174 learning technology fee prorated by credit hour.

(2) The Recreation Fee is a flat fee for four or more credit hours.

(3) The COTA fee goes to the Central Ohio Transit Authority for student bus passes.

**2008-2009 STUDENT FEE SCHEDULE
FEES PER QUARTER
COLUMBUS CAMPUS**

Master of Business Operational Excellence (1)								
Credit Hours	Instrn'l Fees	General Fees	Student Activity Fees	Rec Fees	COTA	Resident Total	Non-Resident Tuition	Non-Resident Total
				(2)	(3)			
0	584	8	1		9	602		602
1	1,168	16	2		9	1,195		1,195
2	1,869	25	3		9	1,906		1,906
3	2,803	38	5		9	2,855		2,855
4	3,737	50	6	82	9	3,884		3,884
5	4,672	63	8	82	9	4,834		4,834
6	5,606	76	9	82	9	5,782		5,782
7	6,540	88	11	82	9	6,730		6,730
8	7,474	101	12	82	9	7,678		7,678
9	8,409	113	14	82	9	8,627		8,627
10+	9,343	126	15	82	9	9,575		9,575

AuD/MSLP								
Credit Hours	Instrn'l Fees	General Fees	Student Activity Fees	Rec Fees	COTA	Resident Total	Non-Resident Tuition	Non-Resident Total
				(2)	(3)			
0	211	8	1		9	229	248	477
1	421	16	2		9	448	495	943
2	674	25	3		9	711	991	1,702
3	1,011	38	5		9	1,063	1,486	2,549
4	1,348	50	6	82	9	1,495	1,982	3,477
5	1,686	63	8	82	9	1,848	2,477	4,325
6	2,023	76	9	82	9	2,199	2,972	5,171
7	2,360	88	11	82	9	2,550	3,468	6,018
8	2,697	101	12	82	9	2,901	3,963	6,864
9	3,034	113	14	82	9	3,252	4,459	7,711
10+	3,371	126	15	82	9	3,603	4,954	8,557

(1) Students in this program also pay a \$174 learning technology fee prorated by credit hour.

(2) The Recreation Fee is a flat fee for four or more credit hours.

(3) The COTA fee goes to the Central Ohio Transit Authority for student bus passes.

**2008-2009 STUDENT FEE SCHEDULE
FEES PER QUARTER
COLUMBUS CAMPUS**

Health Administration								
Credit Hours	Instrn'l Fees	General Fees	Student Activity Fees	Rec Fees	COTA	Resident Total	Non-Resident Tuition	Non-Resident Total
				(1)	(2)			
0	243	8	1		9	261	248	509
1	485	16	2		9	512	495	1,007
2	776	25	3		9	813	991	1,804
3	1,164	38	5		9	1,216	1,486	2,702
4	1,552	50	6	82	9	1,699	1,982	3,681
5	1,941	63	8	82	9	2,103	2,477	4,580
6	2,329	76	9	82	9	2,505	2,972	5,477
7	2,717	88	11	82	9	2,907	3,468	6,375
8	3,105	101	12	82	9	3,309	3,963	7,272
9	3,493	113	14	82	9	3,711	4,459	8,170
10+	3,881	126	15	82	9	4,113	4,954	9,067

Public Health MPH								
Credit Hours	Instrn'l Fees	General Fees	Student Activity Fees	Rec Fees	COTA	Resident Total	Non-Resident Tuition	Non-Resident Total
				(1)	(2)			
0	215	8	1		9	233	248	481
1	430	16	2		9	457	495	952
2	688	25	3		9	725	991	1,716
3	1,032	38	5		9	1,084	1,486	2,570
4	1,376	50	6	82	9	1,523	1,982	3,505
5	1,720	63	8	82	9	1,882	2,477	4,359
6	2,063	76	9	82	9	2,239	2,972	5,211
7	2,407	88	11	82	9	2,597	3,468	6,065
8	2,751	101	12	82	9	2,955	3,963	6,918
9	3,095	113	14	82	9	3,313	4,459	7,772
10+	3,439	126	15	82	9	3,671	4,954	8,625

(1) The Recreation Fee is a flat fee for four or more credit hours.

(2) The COTA fee goes to the Central Ohio Transit Authority for student bus passes.

**2008-2009 STUDENT FEE SCHEDULE
FEES PER QUARTER
COLUMBUS CAMPUS**

Public Health PEP								
Credit Hours	Instrn'l Fees	General Fees	Student Activity Fees	Rec Fees	COTA	Resident Total	Non-Resident Tuition	Non-Resident Total
				(1)	(2)			
0	215	8	1		9	233	248	481
1	430	16	2		9	457	495	952
2	688	25	3		9	725	991	1,716
3	1,032	38	5		9	1,084	1,486	2,570
4	1,376	50	6	82	9	1,523	1,982	3,505
5	1,720	63	8	82	9	1,882	2,477	4,359
6	2,063	76	9	82	9	2,239	2,972	5,211
7	2,407	88	11	82	9	2,597	3,468	6,065
8	2,751	101	12	82	9	2,955	3,963	6,918
9	3,095	113	14	82	9	3,313	4,459	7,772
10+	3,439	126	15	82	9	3,671	4,954	8,625

Master/Doctor of Physical Therapy								
Credit Hours	Instrn'l Fees	General Fees	Student Activity Fees	Rec Fees	COTA	Resident Total	Non-Resident Tuition	Non-Resident Total
				(1)	(2)			
0	231	8	1		9	249	248	497
1	462	16	2		9	489	495	984
2	738	25	3		9	775	991	1,766
3	1,108	38	5		9	1,160	1,486	2,646
4	1,477	50	6	82	9	1,624	1,982	3,606
5	1,846	63	8	82	9	2,008	2,477	4,485
6	2,215	76	9	82	9	2,391	2,972	5,363
7	2,584	88	11	82	9	2,774	3,468	6,242
8	2,954	101	12	82	9	3,158	3,963	7,121
9	3,323	113	14	82	9	3,541	4,459	8,000
10+	3,692	126	15	82	9	3,924	4,954	8,878

(1) The Recreation Fee is a flat fee for four or more credit hours.

(2) The COTA fee goes to the Central Ohio Transit Authority for student bus passes.

**2008-2009 STUDENT FEE SCHEDULE
FEES PER QUARTER
COLUMBUS CAMPUS**

Master of Occupational Therapy								
Credit Hours	Instrn'l Fees	General Fees	Student Activity Fees	Rec Fees	COTA	Resident Total	Non-Resident Tuition	Non-Resident Total
				(1)	(2)			
0	217	8	1		9	235	248	483
1	434	16	2		9	461	495	956
2	695	25	3		9	732	991	1,723
3	1,042	38	5		9	1,094	1,486	2,580
4	1,390	50	6	82	9	1,537	1,982	3,519
5	1,737	63	8	82	9	1,899	2,477	4,376
6	2,084	76	9	82	9	2,260	2,972	5,232
7	2,432	88	11	82	9	2,622	3,468	6,090
8	2,779	101	12	82	9	2,983	3,963	6,946
9	3,127	113	14	82	9	3,345	4,459	7,804
10+	3,474	126	15	82	9	3,706	4,954	8,660

Master of Social Work (3)								
Credit Hours	Instrn'l Fees	General Fees	Student Activity Fees	Rec Fees	COTA	Resident Total	Non-Resident Tuition	Non-Resident Total
				(1)	(2)			
0	213	8	1		9	231	248	479
1	425	16	2		9	452	495	947
2	680	25	3		9	717	991	1,708
3	1,020	38	5		9	1,072	1,486	2,558
4	1,360	50	6	82	9	1,507	1,982	3,489
5	1,701	63	8	82	9	1,863	2,477	4,340
6	2,041	76	9	82	9	2,217	2,972	5,189
7	2,381	88	11	82	9	2,571	3,468	6,039
8	2,721	101	12	82	9	2,925	3,963	6,888
9	3,061	113	14	82	9	3,279	4,459	7,738
10+	3,401	126	15	82	9	3,633	4,954	8,587

(1) The Recreation Fee is a flat fee for four or more credit hours.

2) The COTA fee goes to the Central Ohio Transit Authority for student bus passes.

(3) Students in this program may also pay a field practicum fee of \$50 per quarter.

**2008-2009 STUDENT FEE SCHEDULE
FEES PER QUARTER
COLUMBUS CAMPUS**

Pharmacy								
Credit Hours	Instrn'l Fees	General Fees	Student Activity Fees	Rec Fees	COTA	Resident Total	Non-Resident Tuition	Non-Resident Total
					(1)	(2)		
0	314	8	1		9	332	330	662
1	628	16	2		9	655	659	1,314
2	1,005	25	3		9	1,042	1,054	2,096
3	1,508	38	5		9	1,560	1,581	3,141
4	2,011	50	6	82	9	2,158	2,108	4,266
5	2,514	63	8	82	9	2,676	2,635	5,311
6	3,016	76	9	82	9	3,192	3,162	6,354
7	3,519	88	11	82	9	3,709	3,689	7,398
8	4,022	101	12	82	9	4,226	4,216	8,442
9	4,524	113	14	82	9	4,742	4,743	9,485
10+	5,027	126	15	82	9	5,259	5,270	10,529

Medicine								
Credit Hours	Instrn'l Fees	General Fees	Student Activity Fees	Rec Fees	COTA	Resident Total	Non-Resident Tuition	Non-Resident Total
					(1)	(2)		
0	581	8	1		9	599	316	915
1	1,161	16	2		9	1,188	631	1,819
2	1,858	25	3		9	1,895	1,009	2,904
3	2,787	38	5		9	2,839	1,514	4,353
4	3,716	50	6	82	9	3,863	2,018	5,881
5	4,645	63	8	82	9	4,807	2,523	7,330
6	5,573	76	9	82	9	5,749	3,028	8,777
7	6,502	88	11	82	9	6,692	3,532	10,224
8	7,431	101	12	82	9	7,635	4,037	11,672
9	8,360	113	14	82	9	8,578	4,541	13,119
10+	9,289	126	15	82	9	9,521	5,046	14,567

(1) The Recreation Fee is a flat fee for four or more credit hours.

(2) The COTA fee goes to the Central Ohio Transit Authority for student bus passes.

**2008-2009 STUDENT FEE SCHEDULE
FEES PER QUARTER
COLUMBUS CAMPUS**

<u>Optometry (1)</u>								
Credit Hours	Instrn'l Fees	General Fees	Student Activity Fees	Rec Fees	COTA	Resident Total	Non-Resident Tuition	Non-Resident Total
					(2)	(3)		
0	382	8	1		9	400	606	1,006
1	763	16	2		9	790	1,211	2,001
2	1,221	25	3		9	1,258	1,937	3,195
3	1,831	38	5		9	1,883	2,906	4,789
4	2,442	50	6	82	9	2,589	3,875	6,464
5	3,052	63	8	82	9	3,214	4,844	8,058
6	3,662	76	9	82	9	3,838	5,812	9,650
7	4,273	88	11	82	9	4,463	6,781	11,244
8	4,883	101	12	82	9	5,087	7,750	12,837
9	5,494	113	14	82	9	5,712	8,718	14,430
10+	6,104	126	15	82	9	6,336	9,687	16,023

<u>Dentistry (4)</u>								
Credit Hours	Instrn'l Fees	General Fees	Student Activity Fees	Rec Fees	COTA	Resident Total	Non-Resident Tuition	Non-Resident Total
					(2)	(3)		
0	540	8	1		9	558	636	1,194
1	1,079	16	2		9	1,106	1,271	2,377
2	1,727	25	3		9	1,764	2,034	3,798
3	2,590	38	5		9	2,642	3,051	5,693
4	3,454	50	6	82	9	3,601	4,068	7,669
5	4,317	63	8	82	9	4,479	5,086	9,565
6	5,180	76	9	82	9	5,356	6,103	11,459
7	6,044	88	11	82	9	6,234	7,120	13,354
8	6,907	101	12	82	9	7,111	8,137	15,248
9	7,771	113	14	82	9	7,989	9,154	17,143
10+	8,634	126	15	82	9	8,866	10,171	19,037

(1) Optometry students also pay a flat \$374 per quarter equipment fee.

(2) The Recreation Fee is a flat fee for four or more credit hours.

(3) The COTA fee goes to the Central Ohio Transit Authority for student bus passes.

(4) Dentistry students also pay a flat \$984 per quarter equipment fee.

**2008-2009 STUDENT FEE SCHEDULE
FEES PER QUARTER
COLUMBUS CAMPUS**

<u>Vet Medicine</u>								
Credit Hours	Instrn'l Fees	General Fees	Student Activity Fees	Rec Fees	COTA	Resident Total	Non-Resident Tuition	Non-Resident Total
			(1)		(2)			
0	471	8	1		9	489	657	1,146
1	942	16	2		9	969	1,314	2,283
2	1,507	25	3		9	1,544	2,103	3,647
3	2,261	38	5		9	2,313	3,155	5,468
4	3,015	50	6	82	9	3,162	4,206	7,368
5	3,769	63	8	82	9	3,931	5,258	9,189
6	4,522	76	9	82	9	4,698	6,309	11,007
7	5,276	88	11	82	9	5,466	7,361	12,827
8	6,030	101	12	82	9	6,234	8,412	14,646
9	6,783	113	14	82	9	7,001	9,464	16,465
10+	7,537	126	15	82	9	7,769	10,515	18,284

<u>Law (Semester)</u>								
Credit Hours	Instrn'l Fees	General Fees	Student Activity Fees	Rec Fees	COTA	Resident Total	Non-Resident Tuition	Non-Resident Total
			(1)		(2)			
0	632	12	2		13.50	659.50	467	1,126.50
1	1,264	24	3		13.50	1,304.50	934	2,238.50
2	2,022	38	4		13.50	2,077.50	1,495	3,572.50
3	3,034	57	7		13.50	3,111.50	2,243	5,354.50
4	4,045	76	9	123	13.50	4,266.50	2,990	7,256.50
5	5,056	95	11	123	13.50	5,298.50	3,738	9,036.50
6	6,067	113	13	123	13.50	6,329.50	4,485	10,814.50
7	7,078	132	15	123	13.50	7,361.50	5,233	12,594.50
8	8,090	151	18	123	13.50	8,395.50	5,980	14,375.50
9	9,101	170	20	123	13.50	9,427.50	6,728	16,155.50
10+	10,112	189	22	123	13.50	10,459.50	7,475	17,934.50

(1) The Recreation Fee is a flat fee for four or more credit hours.

(2) The COTA fee goes to the Central Ohio Transit Authority for student bus passes.

**2008-2009 STUDENT FEE SCHEDULE
FEES PER QUARTER**

LIMA, MANSFIELD, MARION AND NEWARK CAMPUSES

<u>Undergraduate - Lower Division</u>							
Credit Hours	Instrn'l Fees	General Fees	Resident Total	BOR - AC Credit	Total After Access	Non-Resident Tuition	Non-Resident Total
0	167	7	174	(16)	158	184	342
1	334	13	347	(32)	315	368	683
2	417	16	433	(40)	393	736	1,129
3	501	20	521	(48)	473	1,103	1,576
4	667	26	693	(64)	629	1,471	2,100
5	834	33	867	(80)	787	1,839	2,626
6	1,001	39	1,040	(96)	944	2,207	3,151
7	1,168	46	1,214	(112)	1,102	2,574	3,676
8	1,335	52	1,387	(128)	1,259	2,942	4,201
9	1,502	59	1,561	(144)	1,417	3,310	4,727
10	1,668	65	1,733	(160)	1,573	3,678	5,251
11	1,835	72	1,907	(176)	1,731	4,045	5,776
12+	2,002	78	2,080	(192)	1,888	4,413	6,301

<u>Undergraduate - Upper Division</u>							
Credit Hours	Instrn'l Fees	General Fees	Resident Total	BOR - AC Credit	Total After Access	Non-Resident Tuition	Non-Resident Total
0	167	7	174	0	174	184	358
1	334	13	347	0	347	368	715
2	417	16	433	0	433	736	1,169
3	501	20	521	0	521	1,103	1,624
4	667	26	693	0	693	1,471	2,164
5	834	33	867	0	867	1,839	2,706
6	1,001	39	1,040	0	1,040	2,207	3,247
7	1,168	46	1,214	0	1,214	2,574	3,788
8	1,335	52	1,387	0	1,387	2,942	4,329
9	1,502	59	1,561	0	1,561	3,310	4,871
10	1,668	65	1,733	0	1,733	3,678	5,411
11	1,835	72	1,907	0	1,907	4,045	5,952
12+	2,002	78	2,080	0	2,080	4,413	6,493

**2008-2009 STUDENT FEE SCHEDULE
FEES PER QUARTER**

LIMA, MANSFIELD, MARION AND NEWARK CAMPUSES

<u>Graduate</u>							
Credit Hours	Instrn'l Fees	General Fees	Resident Total	BOR - AC Credit	Total After Access	Non-Resident Tuition	Non-Resident Total
0	202	5	207	0	207	248	455
1	403	10	413	0	413	495	908
2	644	16	660	0	660	991	1,651
3	967	23	990	0	990	1,486	2,476
4	1,289	31	1,320	0	1,320	1,982	3,302
5	1,611	39	1,650	0	1,650	2,477	4,127
6	1,933	47	1,980	0	1,980	2,972	4,952
7	2,255	55	2,310	0	2,310	3,468	5,778
8	2,578	62	2,640	0	2,640	3,963	6,603
9	2,900	70	2,970	0	2,970	4,459	7,429
10+	3,222	78	3,300	0	3,300	4,954	8,254

AGRICULTURAL TECHNICAL INSTITUTE

<u>Undergraduate</u>							
Credit Hours	Instrn'l Fees	General Fees	Resident Total	BOR - AC Credit	Total After Access	Non-Resident Tuition	Non-Resident Total
0	166	7	173	(10)	163	184	347
1	332	13	345	(20)	325	368	693
2	415	16	431	(25)	406	736	1,142
3	499	20	519	(30)	489	1,103	1,592
4	665	26	691	(40)	651	1,471	2,122
5	831	33	864	(50)	814	1,839	2,653
6	997	39	1,036	(60)	976	2,207	3,183
7	1,163	46	1,209	(69)	1,140	2,574	3,714
8	1,329	52	1,381	(79)	1,302	2,942	4,244
9	1,496	59	1,555	(89)	1,466	3,310	4,776
10	1,662	65	1,727	(99)	1,628	3,678	5,306
11	1,828	72	1,900	(109)	1,791	4,045	5,836
12+	1,994	78	2,072	(119)	1,953	4,413	6,366

ANNUAL FEE HISTORY

COLUMBUS CAMPUS RESIDENT FEES

		FY 1999	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	10 Year Average Increase
Undergraduate:	(1)							
Tier 1	(2)	3,879	6,765	7,170	7,599	NA	NA	NA
Tier 2	(2)	3,879	7,383	7,827	8,298	8,298	NA	NA
Tier 3	(2)	3,879	7,479	7,929	8,406	8,406	8,406	8.0%
Graduate Programs:	(1)							
Masters & PhD	(1)	5,445	8,142	8,634	9,132	9,657	10,122	6.4%
MLHR	(3)	5,445	8,448	8,952	9,471	10,017	10,500	6.8%
MBA	(3)	5,898	14,970	17,181	18,696	20,346	22,143	14.1%
EMBA	(4)	NA	34,926	33,651	35,334	39,984	40,446	NA
Master of Accounting	(4)	NA	18,594	19,707	19,707	22,407	24,060	NA
MBOE	(4)	NA	NA	NA	NA	NA	28,407	NA
AuD/MSLP	(3)	5,445	8,142	8,634	9,462	10,008	10,491	6.8%
Health Administration	(3)	5,445	9,669	10,245	10,839	11,466	12,021	8.2%
Public Health MPH	(3)	5,445	8,607	9,120	9,648	10,203	10,695	7.0%
Public Health PEP	(3)	5,445	8,607	9,120	9,648	10,203	10,695	7.0%
Master of Physical Therapy	(4)	NA	8,886	9,417	9,963	10,539	11,454	NA
Master of Occupational Therapy	(4)	NA	8,142	8,940	9,744	10,305	10,800	NA
Master of Social Work	(3)	5,445	8,142	8,634	9,132	10,095	10,581	6.9%
Professional:	(1)							
Pharmacy	(1)	6,429	10,707	11,967	13,071	14,214	15,459	9.2%
Dentistry	(1)	9,813	18,297	20,469	22,380	24,360	26,280	10.4%
Optometry	(1)	8,955	13,095	14,388	15,651	17,025	18,690	7.6%
Veterinary Medicine	(1)	9,306	16,305	17,757	19,323	21,027	22,989	9.5%
Law	(1)	7,692	14,298	15,710	17,246	18,932	20,602	10.4%
Medicine	(1)	11,637	21,897	23,208	24,987	26,919	28,245	9.3%

- (1) Full time fees for undergraduates are 12+ hours, and for Graduate and Professional programs they are 10+ hours. Fee numbers include only the instructional and general fees.
- (2) Tier 1, for continuing undergraduates who were first enrolled at Ohio State prior to Summer Quarter 2002, was phased out in Autumn Quarter 2007. Any students remaining in that tier were then moved into Tier 2. Tier 2, initially for continuing undergraduate students who were first enrolled between Summer 2002 and Spring 2003, was phased out in Autumn Quarter 2008. Any students remaining in that tier were then moved into Tier 3. Tier 3 initially consisted of undergraduate students who were first enrolled after Spring 2003. By Autumn Quarter 2008, Tiers 1 and 2 had been phased out, and all undergraduates were again on a single fee tier.
- (3) These are graduate programs that once charged the graduate fee but now have differential fees.
- (4) These degree granting programs were created after 1999.

SUMMARY OF TYPICAL STUDENT FEES COLUMBUS CAMPUS UNDERGRADUATES

2007-08 Fees (1)	2008-09 Fees	Dollar Change	Percent Change
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RESIDENT FEES

Instructional & General
 Student Activity Fee (2)
 Recreation Fee
 Room & Board (3)
 Subtotal

	2007-08 Fees (1)	2008-09 Fees	Dollar Change	Percent Change
Instructional & General	8,361	8,361	0	0.0%
Student Activity Fee (2)	45	45	0	0.0%
Recreation Fee	243	246	3	1.2%
Room & Board (3)	7,596	8,037	441	5.8%
Subtotal	16,245	16,689	444	2.7%
Health Insurance (4)	1,434	1,545	111	7.7%
Parking (5)	75.60	79.20	3.60	5.0%
COTA Pass	27	27	0	0.0%
Football Tickets (6)	120	124	4	3.3%
Basketball Tickets (7)	120	130	10	8.3%
Total	18,022	18,594	573	3.2%

NON-RESIDENT FEES

Instructional & General
 Non-Resident Tuition
 Student Activity Fee (1)
 Recreation Fee (2)
 Room & Board (3)
 Subtotal

	2007-08 Fees (1)	2008-09 Fees	Dollar Change	Percent Change
Instructional & General	8,361	8,361	0	0.0%
Non-Resident Tuition	12,609	13,239	630	5.0%
Student Activity Fee (1)	45	45	0	0.0%
Recreation Fee (2)	243	246	3	1.2%
Room & Board (3)	7,596	8,037	441	5.8%
Subtotal	28,854	29,928	1,074	3.7%
Health Insurance (4)	1,434	1,545	111	7.7%
Parking (5)	75.60	79.20	3.60	5.0%
COTA Pass	27	27	0	0.0%
Football Tickets (6)	120	124	4	3.3%
Basketball Tickets (7)	120	130	10	8.3%
Total	30,631	31,833	1,203	3.9%

- (1) FY 2007-08 fees are for Tier 3.
- (2) The student activity fee is within the fee cap, and is considered part of the general fee for undergraduates.
- (3) Undergraduate - Average room rate plus basic meal plan.
- (4) Student insurance is based on the single student comprehensive rate.
- (5) Using west campus rate.
- (6) Student football package is 4 games.
- (7) Student basketball package is 10 games.

**DETAIL OF SELECTED RATES
OTHER STUDENT FEES
FY 2009**

Description	Timing	Rate	Percent Change
Room and Board			
Undergraduate (Average room rates, & basic meal plan)	Quarter	2,679.00	5.8%
Graduate (Single + Phone)	Month	448.00	3.0%
Family Student Housing (2 bedroom apartment)	Month	670.00	1.5%
Board Only (19 meals per week)	Quarter	970.00	5.4%
Parking & Transportation			
Parking, 4-Wheel Vehicle (Main Campus)	Annual	220.80	5.1%
Parking, 4-Wheel Vehicle (West Campus)	Annual	79.20	4.8%
COTA Bus Pass	Quarter	9.00	0.0%
Recreational and Activity Fees			
Football Tickets	Per Game	31.00	3.3%
Basketball Tickets	Per Game	14.50	6.3%
Golf Course Membership	Annual	550.00	0.0%
Recreation & Physical Activity Center Fee	Quarter	82.00	1.2%
Student Activity Fee	Quarter	15.00	0.0%
Student Health Insurance			
Student	Quarter	515.00	7.7%
Student & Spouse	Quarter	1,509.00	7.7%
Student & Children	Quarter	1,530.00	7.8%
Student, Spouse & Children	Quarter	2,066.00	7.8%
Law Students	Semester	773--3098	7.74--7.77%
Early Arriving Students	Month	172--689	7.74--7.77%
Equipment Fees			
Dental Clinical Education Support Fee	Quarter	984.00	0.0%
Dental Hygiene Clinical Education Support Fee	Quarter	379.00	0.0%
Medicine (Tier 1 Students)	Quarter	600.00	0.0%
Clinic Fees			
Optometry Clinic Usage Fee	Quarter	374.00	10.0%
Dental Hygiene EFDA Fee (Continuing Students)	Quarter	128.00	0.0%
Nursing Clinical Fee	Quarter	275.00	10.0%
Nursing Insurance Fee	Annual	16.00	23.1%
Field Practicum Fee			
College of Social Work	Quarter	50.00	0.0%
Technology Fees			
College of Arts (Undergraduate & Graduate)	Quarter	60.00	7.1%
College of Business (Undergraduate)	Quarter	127.00	0.0%
College of Business (Graduate)	Quarter	174.00	0.0%
College of Engineering (Undergraduate)	Quarter	110.00	0.0%
College of Engineering (Graduate)	Quarter	120.00	0.0%
College of Education and Human Ecology (Undergraduate)	Quarter	50.00	New
College of Education and Human Ecology (Graduate)	Quarter	75.00	New
College of Nursing (Undergraduate & Graduate)	Quarter	53.00	0.0%
MAPS students in CSE (Undergraduate)	Quarter	73.00	0.0%
Department of Engineering Physics (Undergraduate)	Quarter	73.00	0.0%
School of Music (Undergraduate)	Quarter	60.00	7.1%
School of Public Policy & Management (Graduate)	Quarter	120.00	0.0%
Undergraduate Program Fees			
College of Biological Sciences	Quarter	60.00	0.0%
College of Business	Quarter	250.00	25.0%
College of Nursing	Quarter	50.00	0.0%
School of Allied Medical Professions	Quarter	100.00	100.0%
College of Engineering	Quarter	100.00	100.0%
School of Music	Quarter	209.00	31.4%

**DETAIL OF SELECTED RATES
OTHER STUDENT FEES
FY 2009**

Description	Timing	Rate	Percent Change
Other Student Fees			
Application Fees-Intl (All but Med, Law, Business, Dent)	One Time	50.00	0.0%
Application Fees-Domestic (All but Med, Law, Business, Dent)	One Time	40.00	0.0%
Application Fees-Medicine International	One Time	70.00	0.0%
Application Fees-Medicine Domestic	One Time	60.00	0.0%
Application Fees-Law International	One Time	70.00	0.0%
Application Fees-Law Domestic	One Time	60.00	0.0%
Application Fees-Business International	One Time	70.00	0.0%
Application Fees-Business Domestic	One Time	60.00	0.0%
Application Fees-Dentistry International	One Time	70.00	0.0%
Application Fees-Dentistry Domestic	One Time	60.00	0.0%
Acceptance Fees-Undergraduate	One Time	100.00	0.0%
Acceptance Fees-Professional	One Time	25.00	0.0%
Transcript Fees	Each Request	7.00	0.0%
Dissertation Processing Fee	Each Request	70.00	0.0%
Orientation-Attend Summer Quarter	One Time	50.00	0.0%
Orientation-Attend Other Quarters	One Time	25.00	0.0%

FACULTY, STAFF & DEPARTMENTAL FEES

Health Insurance (1)			
Prime Care Advantage			
Individual	Month	69.46	NA (2)
Family	Month	200.16	NA (2)
Prime Advantage Value			
Individual	Month	41.18	NA (2)
Family	Month	111.79	NA (2)
Prime Advantage Plus			
Individual	Month	105.10	NA (2)
Family	Month	311.54	NA (2)
Independent Choice			
Individual	Month	135.13	NA (2)
Family	Month	403.50	NA (2)
Parking & Transportation			
Parking, 4-Wheel Vehicle A Decal (Main Campus)	Annual	636.00	5.0%
Parking, 4-Wheel Vehicle B Decal (Main Campus)	Annual	330.00	4.8%
Recreational Fees			
Football Tickets	Per Game	51.00	3.5%
Basketball Tickets	Per Game	21.00	5.0%
Golf Course Membership	Annual	1,760.00	7.3%
Golf Course Greens Fees	Per Round	32.00 - 56.00	0.0%
Recreation & Physical Activity Center Fee	Quarter	115.00	2.0%
Departmental Rates			
Basic Telephone Service	Month	16.15	0.0%
University Health System	Various	Various	5.9% (3)

- (1) Employee Health Insurance will change on January 1st; Premiums listed are for January 1- December 31, 2008.
All insurance rates are for regular appointments of 75%-100% without Personal Health Assessment.
- (2) Percent change not provided because employee health plans were restructured in 2008.
- (3) Weighted Effective Increase.

SUMMARY OF RESIDENT STUDENT FEES BIG TEN PUBLIC INSTITUTIONS

FOR FY 2008 AND FY 2009

UNDERGRADUATE FEES NEW STUDENTS			
	FY 2008 Fees	FY 2009 Fees	1 Year % Change
1 Penn State	12,844	13,706	6.7%
2 Illinois	11,130	12,106	8.8%
3 Michigan	10,447	11,037	5.6%
4 Michigan State	9,640	10,214	6.0%
5 Minnesota	9,598	10,273	7.0%
6 Ohio State	8,676	8,679	0.0%
7 Indiana	7,837	8,231	5.0%
8 Purdue	7,416	7,750	4.5%
9 Wisconsin	7,188	7,568	5.3%
10 Iowa	6,293	6,544	4.0%
Average	9,107	9,611	5.5%

- Notes: 1) Tuition is for new students entering Autumn Quarter 2007 and 2008.
 2) FY 2008 data is from AAUDE Data Exchange except for Michigan and Michigan State, which were provided by an institutional campus representative.
 3) FY 2009 data are from institutional campus representatives and websites.
 4) Ohio State University tuition and fees include a \$246 mandatory recreation fee (above the state tuition freeze) and a \$27 bus fee.

**SUMMARY OF AUXILIARY OPERATIONS
FISCAL YEAR 2009
(IN THOUSANDS)**

Resources				Expenditures & Transfers			Net Income
Auxiliary	General Funds	Restricted	Total Budget	Expend Service	Debt Other Transfers	Total Budget	

COLUMBUS CAMPUS

Student Life

Auxiliary Operations(1)

Intercollegiate Athletics

Transportation & Parking

University Airport

Planning and Real Estate

144,000	5,370		149,370	131,378	18,910	(972)	149,316	54
103,306		12,100	115,406	98,098	17,308		115,406	0
29,000			29,000	21,500	7,100		28,600	400
9,219			9,219	8,438			8,438	781
741			741	973			973	(232)
286,266	5,370	12,100	303,736	260,387	43,318	(972)	302,733	1,003

NEWARK CAMPUS

Auxiliary Operations

114			114	82			82	32
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GRAND TOTAL

286,380	5,370	12,100	303,850	260,469	43,318	(972)	302,815	1,035
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(1) Includes Student Housing & Food Service, The Fawcett Center, Student Unions, Regional Housing, Student Health Services, the Schottenstein and the Blackwell. Excludes Schottenstein Center artist fees (\$8.1M).

STUDENT LIFE AUXILIARY OPERATIONS (IN THOUSANDS)

		FY 2008 Budget	FY 2009 Budget	Dollar Change	Percent Change
RESOURCES					
Food Service	(1)	35,900	41,849	5,949	16.6%
Housing	(2)	54,433	56,212	1,779	3.3%
Fawcett Center	(3)	3,622	2,200	(1,422)	-39.3%
ATI Residence Hall		2,005	2,000	(5)	-0.2%
Newark Housing		1,065	1,092	27	2.5%
Mansfield Housing		972	1,008	36	3.7%
Ohio Union	(4)	135	173	38	28.1%
Blackwell	(5)	11,617	10,381	(1,236)	-10.6%
Schottenstein Center	(6)	8,691	8,984	293	3.4%
Student Health Services	(7)	3,851	5,579	1,728	44.9%
Other	(8)	13,912	14,522	610	4.4%
General Funds Support		5,271	5,370	99	1.9%
Subtotal Resources		141,474	149,370	7,896	5.6%
EXPENDITURES & TRANSFERS					
Personnel	(9)	48,803	52,277	3,474	7.1%
Benefits		13,571	15,018	1,447	10.7%
Supplies & Services	(10)	49,085	52,683	3,598	7.3%
Equipment		3,019	4,039	1,020	33.8%
University Overhead		6,962	7,361	399	5.7%
Debt Service	(11)	17,545	18,910	1,365	7.8%
Other Transfers	(12)	449	(972)	(1,421)	-316.5%
Subtotal Expenditures & Transfers		139,434	149,316	9,882	7.1%
NET INCOME		2,040	54	(1,986)	-97.4%

- (1) Mainly attributable to increased Meal Plan revenue. Fawcett Center food operations will transition to Campus Dining July 1, adding an estimated \$1.8M. Two additional new operations will open in FY 2009.
- (2) FY 2008 budget restated to include Summer Conferences. FY 2009 budget reflects rent income reductions due to closing of Lincoln Tower for renovation.
- (3) FY 2009 budget reflects the transition of Fawcett Center food operations to Campus Dining.
- (4) Ohio Union replacement project continuing through 2009.
- (5) Decrease in Blackwell resources reflects the revenue impact of the construction of the Student Academic Service building
- (6) Schottenstein Center budget is net of \$8.1M in artist fees for FY 2008 and \$8.6M for FY 2009
- (7) FY 2008 budget indicates restatement of resources
- (8) Larger operations included are Success Center, Buck ID, Recreational Sports, Hospitality Mgmt and Drake. FY 2008 restated to exclude Summer Conferences (moved to Housing) and restatement of resources from Student Health Services
- (9) FY 2009, in addition to normal increases, reflects new operations, Ohio Union start-up and fiscal service centers
- (10) Mainly caused by anticipated increases in food and pharmacy costs. Schottenstein Center artists fees are excluded
- (11) FY 2009 budget includes estimate for 11 months of debt service payments on 2008 bonds; this does not include debt service on Larkins Replacement Project or the New Ohio Union project, as the debt expense will be paid via general funds/student fees.
- (12) Transfers related to the recognition of Student Health Insurance Plan revenues along with an FY 2008 transfer from reserves to the Fawcett Center to cover renovation deficits are excluded from both revenues and expenditures.

INTERCOLLEGIATE ATHLETICS

(IN THOUSANDS)

	FY 2008 Budget	FY 2009 Budget	Dollar Change	Percent Change
<u>RESOURCES</u>				
Auxiliary				
Football	36,120	43,184	7,064	19.6%
Stadium Revenue	14,690	14,690	0	0.0%
Men's Basketball	12,935	14,963	2,028	15.7%
Other Sports	1,593	1,491	(102)	-6.4%
Golf Course	4,031	4,024	(7)	-0.2%
Other	31,126	24,954	(6,172)	-19.8%
Subtotal Auxiliary	100,495	103,306	2,811	2.8%
Restricted				
Fund Raising	9,400	12,100	2,700	28.7%
Total Resources	109,895	115,406	5,511	5.0%
<u>EXPENDITURES & TRANSFERS</u>				
Auxiliary				
Personnel	29,674	32,218	2,544	8.6%
Benefits	7,825	8,522	697	8.9%
Supplies & Services	31,772	32,025	253	0.8%
Equipment	254	580	326	128.3%
Schottenstein Rent	1,867	1,922	55	2.9%
University Overhead	5,090	5,500	410	8.1%
Athletics Grants-In-Aid	4,090	900	(3,190)	-78.0%
Debt Service	16,114	17,308	1,194	7.4%
Other Transfers	3,809	4,331	522	13.7%
Subtotal Auxiliary	100,495	103,306	2,811	2.8%
Restricted				
Athletics Grants-In-Aid	9,400	12,100	2,700	28.7%
Debt Service	0	0	0	
Subtotal Restricted	9,400	12,100	2,700	28.7%
Total Expenditures & Transfers	109,895	115,406	5,511	5.0%
<u>NET INCOME</u>	0	0	0	NA

(1) Consists of ticket surcharge, club seats, suite rental and scoreboard revenue.

(2) Athletics Grants-In-Aid must be supplemented by Auxiliary funds.

THE OHIO STATE UNIVERSITY HEALTH SYSTEM (1)
(IN THOUSANDS)

	FY 2008 Budget(2)	FY 2009 Budget	Dollar Change	Percent Change
RESOURCES				
Auxiliary				
Inpatient Revenue (Net)	945,646	973,839	28,193	3.0%
Outpatient Revenue (Net)	521,911	558,931	37,020	7.1%
Other	51,612	58,562	6,950	13.5%
Subtotal Auxiliary	1,519,169	1,591,332	72,163	4.8%
Restricted				
State Appropriation			0	
Other	9,000	0	(9,000)	-100.0%
Subtotal Restricted	9,000	0	(9,000)	-100.0%
Total Resources	1,528,169	1,591,332	63,163	4.1%
EXPENDITURES & TRANSFERS				
Auxiliary				
Patient Services	964,718	972,480	7,762	0.8%
Student Education	37,734	37,630	(104)	-0.3%
Research	1,612	435	(1,177)	-73.0%
Administration	328,599	367,710	39,111	11.9%
Overhead	32,177	35,319	3,142	9.8%
Plant, Operation & Maintenance	49,505	51,063	1,558	3.1%
Transfers To Plant (Net)	59,406	69,433	10,027	16.9%
Subtotal Auxiliary	1,473,751	1,534,070	60,319	4.1%
Restricted	9,000	0	(9,000)	-100.0%
Total Expenditures & Transfers	1,482,751	1,534,070	51,319	3.5%
NET INCOME (3)	45,418	57,262	11,844	26.1%

(1) Includes University Hospitals, James Cancer Hospital & Solove Research Institute, University Hospital East, Ross Heart Hospital, Harding Hospital, and Hospital Physician Network.

(2) Net income takes into account transfers from Health System to the College of Medicine, which reduces Health System's net income.

TUITION AND STATE SHARE OF INSTRUCTION HISTORY

Year	Resident Undergraduate Tuition (1)	Percent Change	State Share of Instruction(2) (in thousands)	Percent Change
1960	\$270	-	\$20,281	-
1961	\$300	11.1%	\$21,249	4.77%
1962	\$300	0.0%	\$23,831	12.15%
1963	\$330	10.0%	\$25,086	5.27%
1964	\$375	13.6%	\$26,674	6.33%
1965	\$375	0.0%	\$30,361	13.82%
1966	\$375	0.0%	\$34,643	14.10%
1967	\$450	20.0%	\$36,362	4.96%
1968	\$480	6.7%	\$43,560	19.80%
1969	\$510	6.3%	\$49,856	14.45%
1970	\$600	17.6%	\$54,994	10.3%
1971	\$630	5.0%	\$55,764	1.4%
1972	\$720	14.3%	\$63,800	14.4%
1973	\$750	4.2%	\$67,870	6.4%
1974	\$750	0.0%	\$73,483	8.3%
1975	\$780	4.0%	\$81,884	11.4%
1976	\$810	3.8%	\$91,102	11.3%
1977	\$830	2.5%	\$100,348	10.1%
1978	\$915	10.2%	\$105,636	5.3%
1979	\$975	6.6%	\$117,876	11.6%
1980	\$1,005	3.1%	\$135,230	14.7%
1981	\$1,140	13.4%	\$135,933	0.5%
1982	\$1,330	16.7%	\$139,233	2.4%
1983	\$1,458	9.6%	\$145,050	4.2%
1984	\$1,557	6.8%	\$170,730	17.7%
1985	\$1,641	5.4%	\$183,250	7.3%
1986	\$1,704	3.8%	\$205,570	12.2%
1987	\$1,704	0.0%	\$224,080	9.0%
1988	\$1,890	10.9%	\$235,740	5.2%
1989	\$2,040	7.9%	\$242,830	3.0%
1990	\$2,190	7.4%	\$258,850	6.6%
1991	\$2,343	7.0%	\$267,373	3.3%
1992	\$2,568	9.6%	\$254,927	-4.7%
1993	\$2,799	9.0%	\$243,452	-4.5%
1994	\$2,940	5.0%	\$251,274	3.2%
1995	\$3,087	5.0%	\$263,900	5.0%
1996	\$3,273	6.0%	\$273,320	3.6%
1997	\$3,468	6.0%	\$283,012	3.5%
1998	\$3,687	6.3%	\$297,551	5.1%
1999	\$3,906	5.9%	\$305,161	2.6%
2000	\$4,137	5.9%	\$312,839	2.5%
2001	\$4,383	5.9%	\$317,721	1.6%
2002	\$4,788	9.2%	\$305,389	-3.9%
2003	\$5,691	18.9%	\$300,064	-1.7%
2004	\$6,651	16.9%	\$299,998	0.0%
2005	\$7,542	13.4%	\$301,898	0.6%
2006	\$8,082	7.2%	\$305,588	1.2%
2007	\$8,667	7.2%	\$314,594	2.9%
2008	\$8,676	0.1%	\$330,269	5.0%
2009	\$8,679	0.0%	\$362,682	9.8%

(1) Resident Undergraduate Tuition includes instructional, general, and mandatory fees.

(2) Figures for 1960-1969 reflect "operating appropriations," and may not be fully comparable with later numbers.

HEADCOUNT ENROLLMENTS AUTUMN QUARTER, FISCAL YEARS 1999-2009

Fiscal Year	<u>Columbus Campus</u>							Veterinary Medicine
	Undergrad	Graduate	Law	Dentistry	Medicine	Optometry	Pharmacy	
1999	36,252	9,538	634	375	842	247	94	529
2000	36,092	9,153	628	372	832	248	147	531
2001	35,749	9,382	643	379	832	245	195	527
2002	36,049	9,452	655	395	844	245	300	537
2003	36,855	9,761	673	400	826	244	380	537
2004	37,605	9,931	703	412	843	244	453	540
2005	37,509	10,210	734	418	846	245	490	543
2006	37,411	9,824	710	410	837	251	511	550
2007	38,479	10,083	677	413	833	253	520	560
2008	39,209	10,097	671	423	822	259	528	559
E 2009	39,373	10,122	670	420	834	261	530	563

Graduate includes: Masters, PhD, MBA, EMBA, MAcc, MLHR, MPT, MHA, MPH, MOT, PEP, AuD, MSLP, MSW

Fiscal Year	<u>Summary By Campus</u>						Grand Total
	Columbus	Lima	Mansfield	Marion	Newark	ATI	
1999	48,511	1,321	1,517	1,141	1,778	965	55,233
2000	48,003	1,323	1,573	1,176	1,883	1,031	54,989
2001	47,952	1,238	1,583	1,276	2,025	969	55,043
2002	48,477	1,356	1,495	1,390	2,079	940	55,737
2003	49,676	1,412	1,513	1,534	2,229	902	57,266
2004	50,731	1,338	1,640	1,567	2,148	830	58,254
2005	50,995	1,281	1,634	1,521	2,143	791	58,365
2006	50,504	1,145	1,610	1,485	2,183	821	57,748
2007	51,818	1,214	1,464	1,538	2,310	747	59,091
2008	52,568	1,340	1,553	1,633	2,505	748	60,347
E 2009	52,773	1,400	1,502	1,644	2,675	761	60,755

E - Estimated

**THE OHIO STATE UNIVERSITY BOARD OF TRUSTEES
FISCAL AFFAIRS COMMITTEE
Sept 18, 2008**

SUBJECT:

Medical Center Facilities Master Plan Expansion Projects – Phase I

CONTEXT:

The Medical Center Master Facilities Plan was originally approved in September 2005 with the understanding that the Administration would return for approval of individual projects.

As part of the expanded project West of Cannon, as well as a University-wide initiative to explore and implement concepts surrounding sustainable design and energy conservation, a third party assessment was completed and it has been determined that a chiller plant in support of the EOC and WOC development is in the best interest of the Master Plan project and the university. The project will also include emergency generators and related equipment to support business continuity for the chiller plant. As a result of this project the scope of the RDJC-MEP Upgrades project will be revised as it included a distributed system through a series of decentralized chillers within new and existing buildings.

The total expected cost of the project is \$62M.

RECOMMENDATION:

It is recommended that:

1. Approval to advertise and contract for design services for WOC Chiller Plant and Emergency Generation.

CONSIDERATIONS:

- What impact will the project have on the total budget and timeline for the MCFP project?

REQUESTED OF FISCAL AFFAIRS COMMITTEE:

Approval



Infrastructure Construction Management and Global Logistics

OSU-090308

Requesting Agency(s): Facilities Operations and Development

Location(s): See Project Information

ASF/0 GSF Age: N/A

Description/Scope:

The Infrastructure master plan is a strategic initiative that will enable the University to improve its infrastructure by addressing critical deferred maintenance needs, as well as provide the necessary infrastructure to support University priorities in the areas of Student Life, Medical Center expansion and general growth and demand. Part of the Infrastructure Master Plan includes the bundling of infrastructure projects to improve project efficiency, reduce operational disruption to the campus by geographic area and improve overall utility planning. The total cost of all of the bundled projects is \$51.1M in first 5 years of a 20 year plan. The total infrastructure plan through 2012 is \$300M.

We are requesting approval to advertise for an executive Construction Manager to coordinate the construction management of all bundled infrastructure expansion projects. In addition this construction manager will serve as a Global Logistics Manager for all large construction projects on campus ensuring global communication, logistics and coordination between projects through calendar year 2012 - interacting with approximately 6-8 other large campus projects with construction managers.

Fees for all services are are estimated at \$2.5M. It should be noted that an additional \$1M (\$250K/year) has been planned for global campus needs, such as fencing, signage, communications, traffic control, central laydown areas, etc. Unused funds will be reallocated for future infrastructure needs.

The bundled projects include:

John Herrick Drive Rebuild - Phase 1	\$6.3M
John Herrick Drive Rebuild - Phase 2	\$7.1M
Woodruff Ave. and Tuttle Park Place Rebuilds	\$11.5M
17 th Avenue Rebuild	\$11.0M
18 th and 19 th Avenue Rebuilds	\$7.8M
Total	\$51.1.M

Funding Status and Source: Funding will be from University bond proceeds and part of the global infrastructure improvement costs for the university through 2012.

Logistics: There will be multiple logistics issues related to the amount of construction expected with the amount of construction on campus as well as the OSUMC MCFP, and surrounding community projects.

Source of Funds:	Amount
Univ. Bond Proceeds	\$3,500,000.00
Total:	\$3,500,000.00

Project Team:

Project Manager: Phil Soule

Project Coordinator: Leeanne Chandler



Kennedy Commons Renovation

OSU-090219

Requesting Agency(s): STUDENT LIFE FACILITIES

Location(s): Kennedy Commons, June L

24,034 ASF/37,233 GSF Age: 1939

Description/Scope:

This project will renovate Kennedy Commons to replace infrastructure, reconfigure the food service area to create dining stations, create a new public entrance to the building, improve the kitchen and "back of house" space, and renew interior finishes.

This project is the first phase of the Food Service Master Plan to renovate traditional dining commons to better accommodate the demands of students. The new program for Kennedy Commons will incorporate the "marketplace" concept with several stations having food freshly prepared to order.

How does this project advance the Academic Plan? This project advances the Academic Plan by improving student on campus living facilities and will improve the quality of these student services facilities.

Funding Status and Source: Project funding is from future bonds. Student Life will fund the design costs with reserves in advance of the bond proceeds.

Logistics: Project will be phased over three summers from 2010 through 2012 due to student scheduling and phase requirements.

Energy and Sustainability: Project is targeting LEED Silver certification

Deferred Maintenance and Renewal: This project will address approximately \$7,756,000 in deferred maintenance and renewal.

Source of Funds:	Amount
2009 (2010) Bond Issue	\$2,188,096.00
2011 (2012) Bond Issue	\$7,019,048.00
2013 (2014) Bond Issue	\$3,292,856.00
Total:	\$12,500,000.00

Schedule:	BoT Approved Amt.	Projected	Revised	Actual
PLANNING				
Arch/Engr Approved by BoT	\$12,500,000.00	09/19/2008		
Feasibility Study Start (Cost and Phasing Study)		10/20/2008		
Feasibility Study Completion (Cost and Phasing Study)		12/31/2008		
DESIGN				
Construction Document Approval		10/01/2010		
CONSTRUCTION				
Construction Start (Phase I)		03/01/2010		
Completion (Phase I)		08/30/2010		
Construction Start (Phase II)		06/01/2011		
Completion (Phase II)		08/30/2011		
Construction Start (Phase III)		06/01/2012		
Completion (Phase III)		08/30/2012		

Project Team:

Project Manager: Mark Stelzer

Project Coordinator: Laura Kembitzky

Core and Medical Campus Projects

- Kennedy Commons Renovation
- Lincoln Tower Renovation
- Medical Center Chiller Plant and Emergency Generation





Medical Center Chiller Plant and Emergency Generation (MCFP)

OSU-090344

Requesting Agency(s): UNIVERSITY HOSPITALS

Location(s): See Project Information

ASF/0 GSF Age:

Description/Scope:

This project will construct a chilled water plant to support the projects included as part of the Medical Center Facilities Plan. Two locations are being considered for this facility - on the west side of Cannon Drive, immediately south of the ramp to 315 South, or adjacent to Parks Hall on the east side of Cannon Drive. This project also includes plans for emergency generators and related equipment for the chiller plant. The facility is expected to be 15,750 SF.

Project funding is committed through design and full project funding is under review. Design fees will not exceed \$3.0M. When the project moves forward, the scope of the RDJC-MEP Upgrades project will be revised.

How does this project advance the Academic Plan? This project enables the Medical Center Facilities Plan, which will support continued clinical, teaching and research missions at Ohio State.

Energy and Sustainability: The project budget includes 5% to achieve HB 251 requirements and other efficiencies.

Source of Funds:

	Amount
2010 Bond Proceeds	\$62,000,000.00
Total:	\$62,000,000.00

Schedule:

	BoT Approved Amt.	Projected	Revised	Actual
PLANNING				
Arch/Engr Approved by BoT	\$62,000,000.00	09/21/2008		
DESIGN				
Arch/Engr Contract		01/01/2009		
Construction Document Approval		12/01/2009		
BIDDING				
Bid Opening		01/01/2010		
CONSTRUCTION				
Construction Start		02/01/2010		
Completion		12/01/2011		

Project Team:

Project Manager: Paul Lenz

Project Coordinator: Curt Handschug



Lincoln Tower Renovation

315-07-2025

Requesting Agency(s): STUDENT LIFE, OFFICE OF

Location(s): Lincoln Tower, Abraham

208,606 ASF/322,387 GSF Age: 1967

Description/Scope:

The Lincoln Tower is being renovated to meet the increasing demand for residence hall space. The lower 15 floors will be completely renovated. Floors 1-3 will contain program space for students, staff apartments, offices, mechanical and storage space. Floors 4-15 will be converted from office space back to residence rooms. Floors 16-23 will receive upgrades to the fire suppression system. The scope of work will include demolition, abatement, site work, interior partitions, finishes, ceilings, doors, lighting, power, HVAC, plumbing, and fire protection.

Main project construction will begin in April 2009 but abatement and demolition work is scheduled to begin in January 2009.

How does this project advance the Academic Plan? This project advances the Academic Plan by providing additional dormitory space and improving the on-campus student living space.

Funding Status and Source: This project is funded with future University bond proceeds; Student Life will use their own auxiliary funds as an interim funding source until bond proceeds become available.

Energy and Sustainability: This project will include modifications to meet the requirements of House Bill 251.

Deferred Maintenance: This project will address \$5.3M in deferred maintenance.

Source of Funds:	Amount
Univ. Bond Proceeds	\$49,987,908.00
Total:	\$49,987,908.00

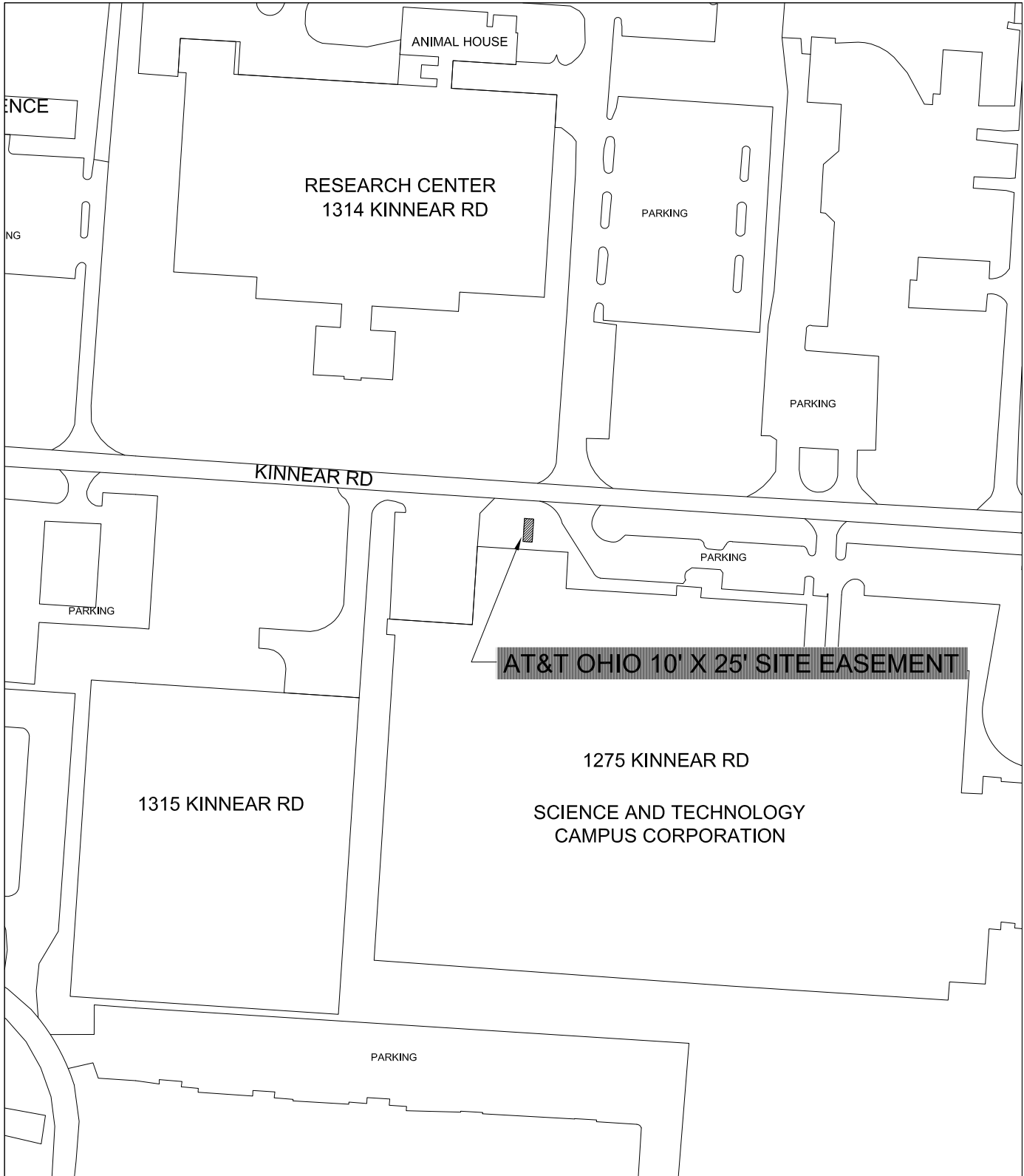
Schedule:	BoT Approved Amt.	Projected	Revised	Actual
PLANNING				
Arch/Engr Approved by BoT	\$40,000,000.00	02/02/2007	03/02/2007	03/02/2007
Constr Mgr Approved by BoT	\$49,987,908.00	07/11/2008		07/11/2008
DESIGN				
Schematic Design Approval		05/01/2008	07/10/2008	07/10/2008
Construction Document Approval		02/01/2009		
BIDDING				
Bidding Approved BoT	\$49,987,908.00	09/21/2008		
Bid Opening		03/01/2009		
CONSTRUCTION				
Award of Contracts		04/15/2009		
Construction Start (abatement/demolition)		01/15/2009		
Construction Start		09/01/2008	04/15/2009	
Completion		08/01/2011	08/01/2010	

Project Team:

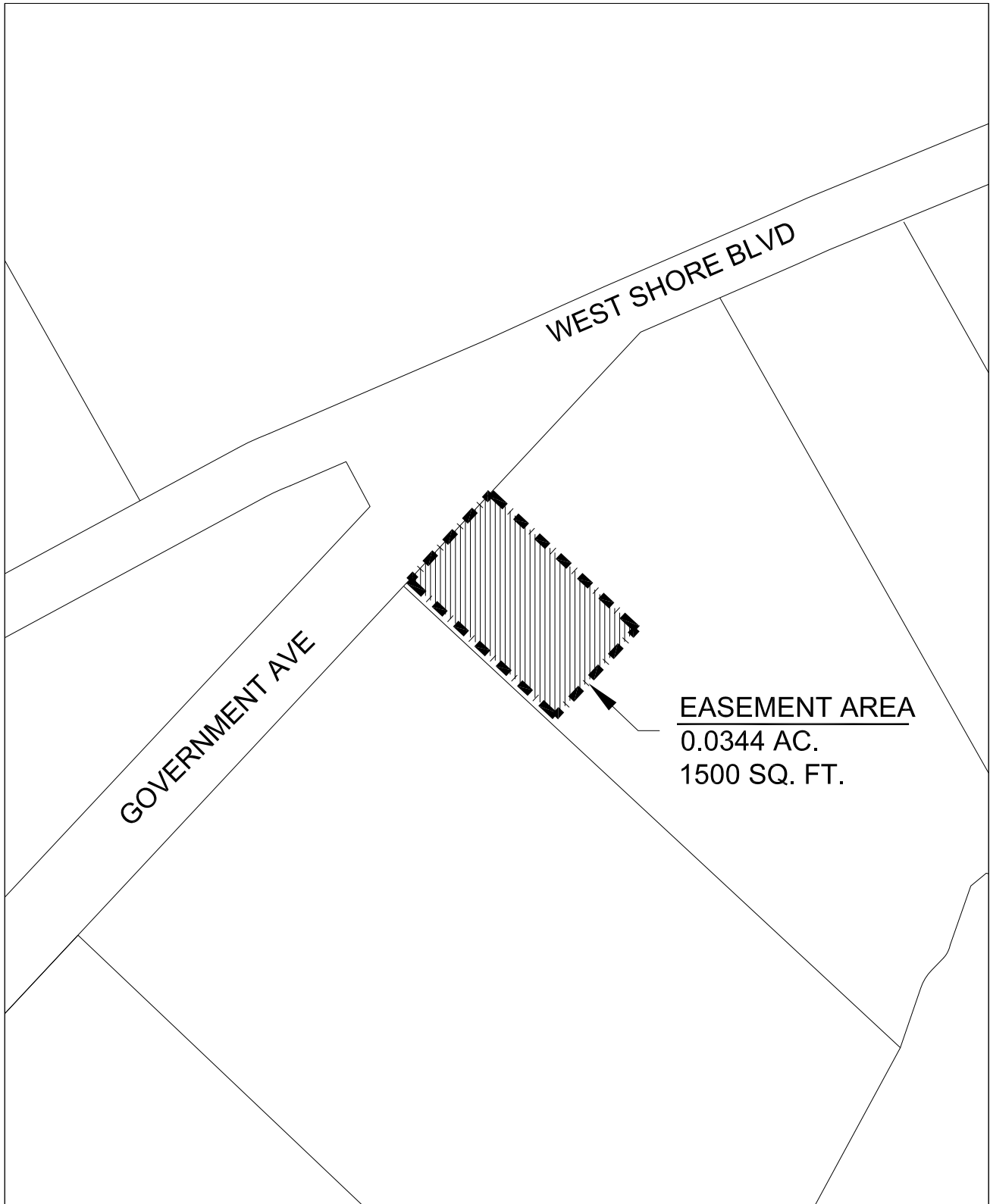
Project Manager: Ruth Miller
SCHOOLEY CALDWELL ASSOC INC - Design

Project Coordinator: Laura Kembitzky

Easement to Ohio Bell Telephone Company at 1305 Kinnear Rd



Assignment of Easement to Village of Put-In-Bay



**THE OHIO STATE UNIVERSITY
BOARD OF TRUSTEES, FISCAL AFFAIRS COMMITTEE**

September 18, 2008

TOPIC: OSUMC Ambulatory Plan

CONTEXT:

This is a follow-up to the July discussion regarding the Ambulatory Care portion of the Medical Center Master Plan.

SUMMARY:

Ambulatory Plan consists of four priority projects:

- Route 23N – lease approved by BOT in July
- Ambulatory Facility at Gowdy Fields (915 Olentangy River Road) – request approval today (Attachment A)
- James Care Breast Health Program – negotiations underway; approval may be requested in the next 30-60 days
- Gahanna Ambulatory Care – negotiation underway

(See Attachment B for more details)

CONSIDERATIONS:

- How are these facilities tied into the overall expansion plan?
- What will be the financial impact?
- Has the Medical Center Affairs Committee reviewed these proposals?
- Is there any additional information the Committee would like?
- What happens next?

REQUESTED OF FISCAL AFFAIRS:

Approval of Ambulatory Care long-term lease/purchase terms for 915 Olentangy River Road.

LONG-TERM LEASE/PURCHASE

OSU MEDICAL CENTER AMBULATORY SURGERY CENTER AND
AMBULATORY CARE CENTER
915 OLENTANGY RIVER ROAD
COLUMBUS, OHIO 43212

Background

Introduction

The Ambulatory Care Strategy is a key component of the OSU Medical Center (OSUMC) Strategic Plan and is incorporated in the Health System's integrated financial plan. The plan was co-developed by the OSU Health System and OSU Physicians, LLC (OSUP), and it emphasizes strategic growth of the Signature Programs and related/referring programs. While the Health System and OSUP currently have more than 40 ambulatory sites, the opportunity to improve market presence and economies of scale necessitates a collaborative strategy. The ambulatory plan's primary objectives are:

- ✓ Improve access and quality for our patients
- ✓ Lower cost of providing care
- ✓ Become geographically preferable to payors
- ✓ Optimize use of space on campus
- ✓ Target growth in outpatient business with focus on Signature Programs
- ✓ Ensure financially self-sufficient entities
- ✓ Provide appropriate teaching and research sites

The ambulatory planning process included extensive study of the local market including demographic analysis, current OSUMC locations including market share, and competitor locations and planning efforts. In addition, ambulatory strategies of top academic medical centers across the country and regionally were studied. OSUMC practice sites were analyzed to determine possible inclusion in any new locations in order to increase critical mass, increase efficiencies, and improve clinical services to the community.

The top four priorities of the ambulatory plan are the Route 23 North Ambulatory Care Center, JamesCare Breast Health Program, the Gahanna Ambulatory Care Center, and the Ambulatory Surgery Center and Ambulatory Care Center.

Location

The Ambulatory Surgery Center and Ambulatory Care Center will be located at 915 Olentangy River Road, between Goodale Boulevard and Third Avenue. The site is just west of Route 315 and just south of the new Time Warner Cable building. The property is an existing shell building owned by Gowdy Fields Partners II LLC, situated on an approximately 7.8 acre lot. The property provides approximately 137,000 rentable square feet of academic, research and medical office space for programs including Ophthalmology, Otolaryngology (ENT), Plastic Surgery, the Center for Women's Health and an Ambulatory Surgery Center comprising six operating rooms. The building will provide the necessary square footage for the initial program and space for future expansion as the programs develop, along with improved patient access, prominent signage, adequate parking and great visibility. The University will lease/purchase the entire facility for a 20-year term with renewal options. All costs, including lease payments and operating costs,

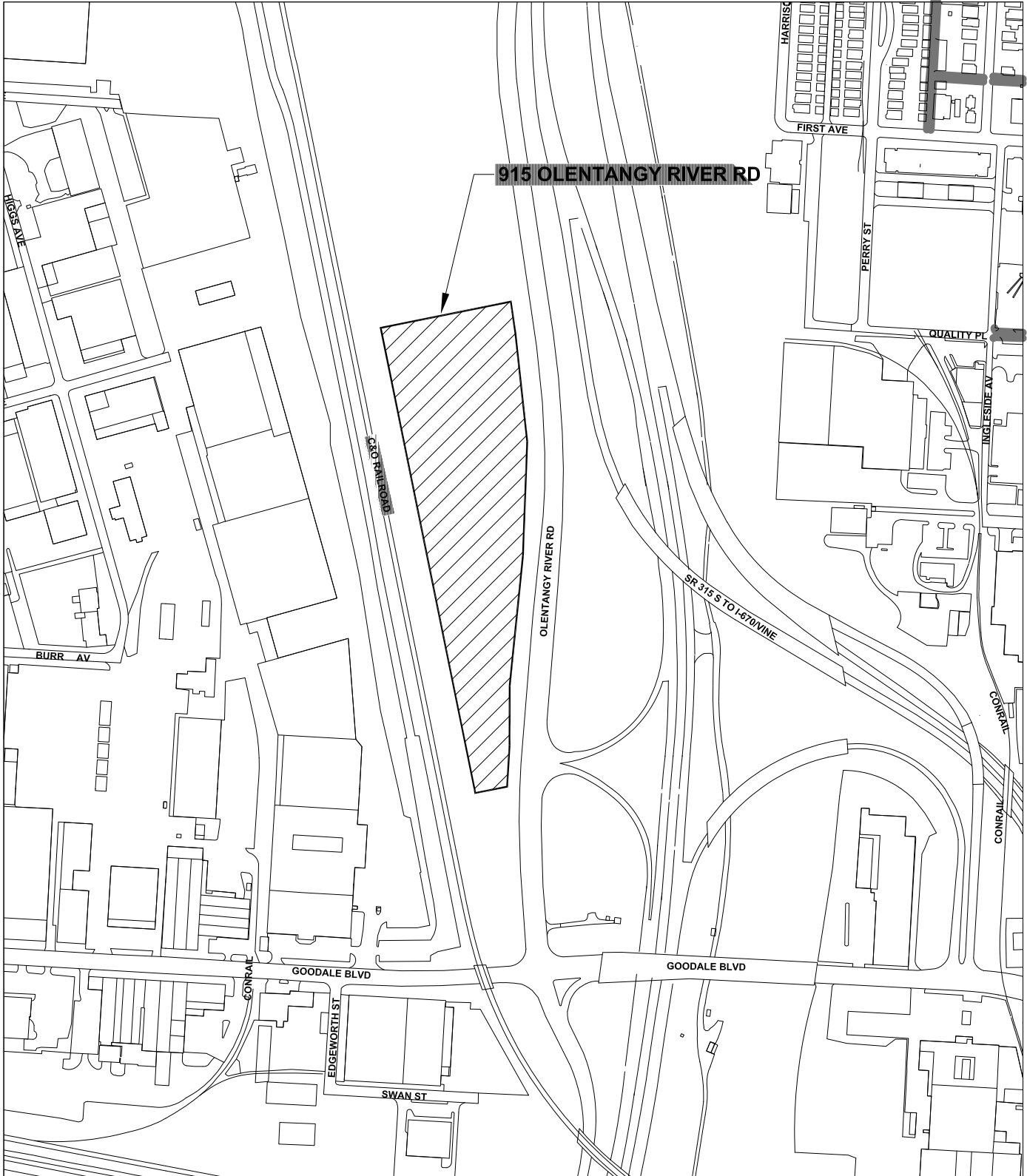
will be the responsibility of the Health System and will be paid for by the operating revenue and sub-lease revenue generated at the location.

Terms of Lease/Purchase

The initial lease/purchase term will be for a period of 20 years with renewal options. The proposed annual base rent including estimated amortized tenant improvements for the first five years is \$18.95/SF. The base rent includes an offered \$70.00/SF tenant improvement allowance for all 137,000 SF. Base rent increases approximately 7.5% at the beginning of the 6th, 11th, and 16th years. Initial annual operating cost estimates of \$7.50/SF include a ten-year, 75% real estate tax abatement.

In addition to the University's internal lease evaluation process, the lease was further reviewed by medical real estate advisors from Street Sotheby's International Realty, which confirmed that the terms and conditions of the lease were well within market rates.

LONG TERM LEASE, 915 OLENTANGY RIVER ROAD



AMENDMENT TO LONG-TERM LEASE

LEASED ATHLETIC FACILITY
880 WEST HENDERSON ROAD / 4559 KNIGHTSBRIDGE BOULEVARD
COLUMBUS, OHIO

Location and Description

The University leases property located in northwest Columbus at 880 West Henderson Road and 4559 Knightsbridge Boulevard, west of Olentangy River Road. In December 2007, pursuant to Board of Trustees authorization in February 2007, the University entered into a ten-year lease of the property, with an option to purchase after the eighth year of the lease. The leased property is being used by OSU Athletics and contains 5.2 acres, improved with two buildings, one containing 57,000 SF at the Henderson Road address and the other containing 24,000 SF at the Knightsbridge address. The larger building is used by the varsity men's and women's tennis programs as a competition venue and practice facility with coaches' offices, spectator areas, rest rooms, and locker rooms. OSU Athletics proposes that the smaller building be renovated by the landlord to be used for the varsity golf programs as an indoor practice center, a golf recruiting center, coaches' offices, rest rooms and lockers. This renovation and use of the building will satisfy a long-term need of the Department of Athletics to provide both the men's and women's golf programs with suitable offices and a location for indoor practice needs.

All expenses of this project, including additional lease payments, operating costs, and any other expenses related to this off-campus property, will be the responsibility of the Department of Athletics and will be paid from reserves previously set aside for an indoor golf facility and from future fundraising.

Terms of Lease

The primary lease term expires on December 31, 2017. The lease provides for two five-year renewal options and an option to purchase the property. A purchase of the property would require support of a purchase price by two appraisals, and approvals from the University, the Board of Trustees, and the State Controlling Board. No purchase action is being sought at this time.

Base rent for the property will be increased by \$25,000 to \$45,000 per month for the balance of the ten-year term or \$540,000 annually (\$6.67/SF) plus operating expenses associated with the property. The landlord's construction costs to complete alterations and convert the building to an indoor golf center are estimated to be \$2.9 million. The lease provides that if the University does not exercise the purchase option or extend the lease term beyond the initial term, the landlord may offer the property for sale in the last four months of the lease, and the University would be responsible for paying the landlord any difference between the sale proceeds [total sale price or net proceeds?] and the landlord's indebtedness on the property. The cap on any amount to be paid to the landlord will be increased from \$1 million to \$3.5 million because of the additional costs for the improvements.

Leased Athletic Facility

Amendment to Long Term Lease, 880 W. Henderson Road/4559 Knightsbridge Blvd.

