

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

Columbus, Ohio, November 2, 2007

The Board of Trustees met at its regular monthly meeting on Friday, November 2, 2007, at The Ohio State University Longaberger Alumni House, Columbus, Ohio, pursuant to adjournment.

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Minutes of the last meeting was approved.

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## **November 2, 2007 meeting, Board of Trustees**

The Chairman, Dr. Cloyd, called the meeting of the Board of Trustees to order on Friday, November 2, 2007, at 8:30 a.m. He requested the Secretary to call the roll.

Present: G. Gil Cloyd, Chairman, Karen L. Hendricks, John D. Ong, Douglas G. Borrer, Walden W. O'Dell, Brian K. Hicks, John C. Fisher, Robert H. Schottenstein, Alan W. Brass, Algenon L. Marbley, Christopher Alvarez-Breckenridge and Debra J. Van Camp.

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Dr. Cloyd:

I would like to convene the meeting of the Board of Trustees and ask the secretary to note the attendance. In a moment we will be taking a roll call vote to go into Executive Session; the Board will reconvene this afternoon at 1:00 p.m.

I hereby move that the Board recess into Executive Session for the purpose of considering personnel matters regarding compensation and employment. May I have a second?

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

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Dr. Cloyd reconvened the meeting at 1:00 pm.

Present: G. Gil Cloyd, Chairman, Karen L. Hendricks, Dimon R. McFerson, Jo Ann Davidson, John D. Ong, Douglas G. Borrer, Leslie H. Wexner, Walden W. O'Dell, Alex Shumate, Brian K. Hicks, John C. Fisher, Robert H. Schottenstein, Alan W. Brass, and Algenon L. Marbley. Robert Boggs, director of the Ohio Department of Agriculture, was also in attendance.

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Dr. Cloyd:

I would like to note for the record that our student trustees will be tied-up this afternoon in a conference call with all other student trustees and Chancellor Eric D. Fingerhut.

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### **PRESIDENT'S REPORT**

President E. Gordon Gee:

Mr. Chairman, my report is going to be very short in that we have already had a discussion in Executive Session. However, I would say that today celebrates the completion of my first month at Ohio State and the reason for a short report is the fact that I do not want to jeopardize that status. Thank you very much.

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**COMMITTEE ON TRUSTEESHIP REPORT**

Mr. McFerson:

Approximately one year ago, as the Board was beginning the Presidential Search resulting in the appointment of Dr. Gordon Gee as president, the Board agreed we needed a formal statement of expectations on how we would be interacting with our new president. Further, we knew we needed to organize ourselves differently as a Board because we had now expanded the number of voting trustees from 9 to 15. No longer would the senior Board member become the chair.

Accordingly, the Board agreed that a small group of trustees should meet a few times to work initially on how the Board should be organized. This culminated earlier this year in the election of Dr. Gil Cloyd as our Chair. After this election occurred, Dr. Cloyd organized the Committee on Trusteeship to address additional Board issues, with the specific charge to prepare a draft statement on Board of Trustee expectations and he asked me to be the chair of that Committee. My presentation for the next few minutes will address this draft statement.

It is our understanding that no other university in Ohio has such a Statement of Expectations. We also understand from our consultant, Dr. Richard Chait, a noted national expert on board governance and a professor at Harvard University, that very few universities in the country have published and adopted such a statement. In fact, there may not be any at all.

The Committee on Trusteeship met several times and twice as a full Board. We had discussions on the draft statement in publicly noticed meetings. Good feedback was given by the full Board and incorporated into the statement being presented today. Further, I personally had a telephone conversation with Chancellor Fingerhut who offered comments and his strong endorsement of the statement.

The statement is broken into several major sections. The first section is headed "Preamble." The very first sentence states that "as trustees of The Ohio State University, Board members have one overriding and all-encompassing responsibility: to serve the best interests of the University so that the University, in turn, can serve the best interests of the state of Ohio and society at-large." From this Board mission statement unrolls some specific behavior statements we are endorsing.

The next section is entitled, "Comportment among Trustees." It specifically outlines how we as trustees will carry out our specific responsibilities and the expectations we have of each other. For example, the section addresses how we prepare for and conduct ourselves at Board and committee meetings. It emphasizes, without exception, the requirement of confidentiality when confidence is expected. As Board members we also will support the University philanthropically, commensurate with one's means.

The next major section discusses "Comportment with the President." We specifically state that the President is the CEO of the University and is responsible for the operations of the University. The Board will minimize its involvement in the operations of the University except when necessary to fulfill the Board's fiduciary responsibilities. In partnership with the president,

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the Board will focus on the strategic opportunities and challenges as developed together with the president.

It is expected that Board members will have interactions with the internal constituents of the University. However, our comportment with these parties must be respectful of our role as trustees and their respective reporting responsibilities through the President. We are committed not to insert ourselves into the operations of the University and create confusion with these internal constituents.

With regard to comportment with external constituents, the Board must speak as a single entity. The Board chair is the official spokesperson for the Board as a whole. When external constituencies interact with an individual Board member, that Board member should be mindful not to speak on the Board's behalf and should report to the Board chair any conversations. Because all members of the Board agree to honor the standards, procedures, and expectations stated in this document, compliance is fundamentally voluntary and self-enforced. More broadly, the Committee on Trusteeship has overall responsibility to monitor the Board's effectiveness.

Mr. Chairman, as Chairman of the Committee on Trusteeship, I represent the unanimous feelings of the Committee members and accordingly move adoption of the Statement of Expectations, ask for a second, and then have full discussion by the Board before voting on the motion.

Dr. Cloyd:

Thank you, Mr. McFerson. Is there a second?

Mr. Brass:

I will second it.

Dr. Cloyd:

Thank you. Discussion or questions?

Mrs. Davidson:

Mr. Chairman, I would like to raise one concern that I have. This is not a new concern, but one we raised in some of our other discussions. I think the redraft is – I'm talking particularly about the Comportment with External Constituents – much more explicit than what the original draft was and gives us a better sense of what we are dealing with. I am still, however, sensitive, Mr. Chairman, to your time and don't want to be calling you on an every other day basis. I want to make sure that my interpretation here is not a literal one, but that the intent is to communicate with you when we have had substantive conversations with one of the external constituents relating to a matter that is or might be pending before the Board of Trustees. If not, you are going to be getting a lot of calls on the basis that there have been conversations that might not have been relevant to the University, but were with the external constituents that are specified in this document.

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Dr. Cloyd:

Thanks, Jo Ann; that is an important question. Mr. Fisher and I have talked about this also, because of the nature of Mr. Fisher's work he is interacting with representatives of the state government on a daily basis.

I think there are two important elements and one which is very explicit. As we have talked, when we are contacted externally we need to be careful that as an individual who happens to be a trustee we are not talking for the Board of Trustees. We should be talking only on those situations where we have an agreed position on a matter and then, I think, it is appropriate to clarify.

I think particularly with the state government in Columbus -- and particularly with trustees who are locally based here -- it is inevitable that there will be a number of contacts. I think the only thing that is important to report back to the chair is when there is something of substance, relevant to an issue that is in front of the Board, or an important perspective that someone is offering or a point of view that the Board is dealing with. I don't think we should clutter our correspondence and interaction with the sorts of things where it would be something of a routine nature requesting a clarification on a subject that has been voted on and agreed to by the Board.

Mrs. Davidson:

Thank you, Mr. Chairman.

Amb. Ong:

One of the undertakings that we have under this statement with respect to our comportment as trustees is to take part in campus events of one kind or another, above and beyond the scheduled meetings of the Board and its committees. Obviously, at an institution the size of Ohio State, there are a lot of campus events. I would hope that as an aid to us in this regard the President, or someone on his staff, would be able to give us some guidance about what events are sufficient in importance or relevance to the Board's actions that he would encourage the presence of one of the members of the Board.

President E. Gordon Gee:

If I may insert myself, because this is a very relevant question. This is a very complex University and on any given day there are multiple numbers of events. People within the University are going to automatically send our trustees invitations because: a) they would like for you to come; and b) protocol would also dictate that. I think we can -- and David and I will work on this to try and develop a way to be more supportive in terms of your schedules, that way you will know how we are going to matrix that. I think that will be very helpful. At the same time, as you can well imagine, there are so many things that come along that are very interesting. For example, there may be for you, John, certain areas that you may want to know more about since you have very distinct interests. Nonetheless, it is not a call of duty, so we will try to develop that.

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Mr. McFerson:

While you have the floor, Dr. Gee, you talked with the Committee about your feelings with regards to this expectations document. I was wondering if you would be interested in sharing that.

President Gee:

I would be. My own view is – and I will share, again, with the Board – that this is a very brave document. This is highly unusual. I have been in this position now for 28-years at multiple institutions and I can assure you that any board that I have worked with has not taken this level of opportunity to really respond to responsibility and development of a board. I think it is enormously healthy. Obviously, it is coming at the early time of my own presidency – Gee XIV – and provides not only a roadmap for the Board to work with each other, but to also work with me and my administration. As you know, we are developing within the University administration a like set of expectations in terms of how we engage with each other, so we are paralleling this process.

Mr. McFerson:

Thank you.

Dr. Cloyd:

Any other questions or comments?

Mr. O'Dell:

As a member of this Committee, we really thought it was important work to set the expectations and to think about making the Board more involved in strategic decisions and less involved in operational decisions. I would also like to say what a great job of leadership Dimon provided through this whole process.

Dr. Cloyd:

Thank you. Any other questions or comments? Let's have a vote on the Statement of Expectations, which is on the floor to adopt.

### **STATEMENT OF EXPECTATIONS THE OHIO STATE UNIVERSITY BOARD OF TRUSTEES**

Resolution No. 2008-38

#### **Preamble**

As Trustees of The Ohio State University, Board Members have one overriding and all-encompassing responsibility: to serve the best interests of the University so that the University, in turn, can serve the best interests of the state of Ohio and society at-large. The Board's principal duty, as fiduciaries, requires loyalty to the University as a whole—not to any particular parts or personal agendas—and an objective, long-term view.

This document is a guide to trustee behavior, a statement of what we ask and expect of one another. Compliance with the principles and practices delineated here will enable the Board to serve and govern the University most effectively. For that reason, above all others, we individually and collectively pledge

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adherence to the Statement as a commitment to the University and the citizens of Ohio and as a covenant with one another. We aim, through allegiance to the Statement, to ensure due diligence, a culture of constructive inquiry and open discussion, a climate respectful of shared governance and University leadership, and an intense focus on matters of strategic importance.

The Board of Trustees strives to function as a collective, cohesive corporate entity. The voices and votes of Board members count equally; no one enjoys special privilege or status except as accorded by the Board as a whole. We recognize that we are not free agents empowered to speak or act on behalf of the Board or the University.

### **Comportment among Trustees**

The Board of Trustees has specific expectations about Trustee performance and behavior that apply uniformly to all Board members and facilitate the Board's effectiveness. Every Board member:

- Shall, except for extraordinary reasons, attend all Board meetings and, as assigned, all committee meetings. When a trustee cannot attend, for instance due to personal illness, family matters, or work-related imperatives, the individual will so inform the Chair with as much advance notice as possible and provide an explanation for the absence. In the event that a board member fails to attend faithfully Board and committee meetings, the matter shall be referred to the Committee on Trusteeship.
- Shall prepare diligently and participate constructively in all Board and committee meetings. Specifically, all trustees shall:
  - Carefully read and review all relevant materials;
  - Thoughtfully prepare for all Board and committee meetings;
  - Expend the time and effort to understand the issues at hand;
  - Make a good faith effort to attend important campus events and to participate in programs and conferences designed to educate and update university trustees;
  - Speak openly on matters under consideration;
  - Participate actively by asking pertinent questions, offering insights, registering concerns, contributing expertise, and proposing alternative opinions and perspectives;
  - Accept and competently complete, to the greatest extent possible, assignments from the Board Chair or a Committee Chair;
  - Disclose promptly and fully any potential or actual conflicts or dualities of interest.
- May expect from and shall accord to every other Board member civil, respectful treatment even when trustees have different opinions or recommendations. Civility and respect include:
  - Extending good will to one another;
  - Listening attentively and taking seriously the comments of all trustees;
  - Being open to alternative points of view;
  - Encouraging healthy debate, and seeking no reprisals for dissent;
  - Refraining from publicly or privately disparaging or criticizing fellow trustees or impugning their motives;

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- Refraining from “multi-tasking” during Board and committee meetings.
- Shall, *without exception*, maintain confidentiality. Any information, written or oral, whatever the source, the Board receives or discusses in confidence shall remain in confidence. To ensure candor and trust, no trustee, at any time for any reason, shall disclose points of view privately or confidentially expressed by Board members or officers of the University. Disclosure of confidential information to any person for any reason without the express consent of the Board Chair or the University President violates the public trust placed in the Board collectively and trust Board members extend to each other.
- Shall be supportive of the precepts of the State’s “sunshine laws,” and the practice of open discussions at open meetings except when executive sessions are both permissible and warranted.
- Shall have the opportunity to understand and participate in processes associated with the selection of Board officers and the review of the President’s performance.
- Shall support the University philanthropically, commensurate with one’s means as one expression, among others, of a personal commitment to the University’s well-being.
- Shall 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.

### **Comportment with the President**

The Board recognizes the President as the University’s Chief Executive Officer. In general, the Board delegates management of the University to the President, and holds the President accountable for the institution’s performance, progress, and well-being. In partnership with the President, the Board will, to the greatest degree possible, focus on strategic opportunities and challenges of paramount significance and, at the same time, minimize the amount of attention accorded operational matters except as necessary to fulfill the Board’s fiduciary duties.

The President reports to and serves at the pleasure of the Board, *not individual Board members*. Publicly, trustees should be supportive and respectful of the President. In executive sessions, trustees should be candid and, as warranted, constructively critical. Performance-related concerns about the President should be presented to the Board Chair. Performance reviews of the President shall occur no less than annually and through a defined process that invites contributions from all Board members and that appraises all Board members of the overall assessment. The Chair (and others the Chair may designate) shall convey the Board’s evaluation to the President.

All trustees should seek to develop a comfortable working relationship with the President, but none should ever usurp the role of Board member to offer the President a personal performance review, to advocate personnel actions, to seek or gain special access or favors personally or on behalf of others, or to ensure a particular outcome to a matter under consideration. If a trustee has a relationship with the President (e.g., a business or financial connection) that creates a potential or actual conflict of interest, that information should be disclosed immediately to the Chair of the Board.

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Board members are encouraged to have one-on-one conversations with the President to share information, insights, concerns, and advice, and to build a relationship. However, trustees must not explicitly or implicitly direct the President to reach a particular conclusion or take a particular course of action. Suggestions and observations from Board members are always welcome; directives are never appropriate.

### **Comportment with Internal Constituents**

Both the Board as a whole and trustees singly must strike a balance between the equally undesirable extremes of daily engagement with campus constituents and distant detachment from the life and people of the University. Trustees are encouraged to interact with the University's campus constituents, especially members of the administration, faculty, and student body. However, Board members must exercise great care, particularly when trustees approach constituents rather than vice versa. Under those circumstances, the possibility always exists that constituents will perceive the interaction as an attempt by the trustee to exert influence, seek favors, or prescribe a course of action.

Conversations with internal constituents should honor these guidelines. Trustees should not:

- Breach matters deemed confidential by the Board or Committee.
- Discuss pending Board business or policy matters with constituents without the express authorization of the Board Chair or relevant Committee Chair.
- Take these occasions to advance personal agendas, promote advocacy by constituents, or criticize the President or Board.
- Elicit performance evaluations of any officers or employees of the University. Concerns about the performance at any level of the University should be raised within the Board with questions or concerns then communicated to the President, with the outcome then reported to the Board by the Chair or the President.
- Organize or undertake information gathering events or activities to solicit constituent views unless authorized to do so by the Board Chair or relevant Committee Chair.
- Be insensitive to the time demands trustee-initiated conversations place on administrators, faculty, and students.

Committee chairs are free to initiate requests for information necessary to discharge the committee's designated responsibilities. Such requests should always be respectful of administrative lines of authority and demands on administrators' time. Requests for institutional data by individual trustees should be rare. In such cases, trustees should not contact staff independently and directly. Rather, the trustee should route the request through the Board Chair, relevant Committee chair, or the President, and proceed only when so authorized and only through established organizational channels.

These guidelines do not preclude personal connections between trustees and members of the campus community which the Board encourages. Instead, such relationships should be clearly personal and distinctly outside the duties of trusteeship

### **Comportment with External Constituents**

The Board must speak as a single entity. No individual trustee or self-appointed group of trustees shall speak on behalf of the Board or the University. No trustee should be publicly critical of actions taken or decisions made by the Board or

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President. Board members should not invite or initiate opportunities for personal pronouncements. When asked by constituents, the press, media, or government to represent or speak on behalf of the Board or the University, all trustees, unless specifically designated to do so by the Chair, should demur *without exception*. When presented with concerns about the performance of individuals or offices, trustees should direct constituents to the President.

Board members shall initiate communication on behalf of the University or in the role of University trustee with external constituencies (the Governor, senior State executives, the Chancellor, Board of Regents, members of the General Assembly, or local or federal officials) *only* with the prior consent of the Board Chair or President. Should any external constituents contact Board members, trustees should be mindful not to speak on the Board's behalf or otherwise violate the letter or spirit of this Statement. In all instances, Board members should promptly report to the Board Chair any conversations with government officials.

Trustees should not interact with external stakeholders on specific University issues, projects, policies, or concerns unless that interaction occurs directly and expressly as part of a Board or Committee approved process.

Board members should publicly support the University, the President, and decisions the Board and President reach, even when one holds views or cast votes to the contrary.

### **Compliance**

Because all members of the Board agree to honor the standards, procedures, and expectations stated in this document, compliance is fundamentally voluntary and self-enforced. More broadly, the Committee on Trusteeship has overall responsibility to monitor the Board's effectiveness. Toward that end, the Committee on Trusteeship will periodically conduct a self-study of the Board's performance that includes compliance with this Statement of Expectations.

A trustee concerned about the comportment of a fellow Committee member should speak with the Chair of the Committee. If the concerns transcend comportment on the Committee, the trustee should confer with the Chair of the Committee on Trusteeship.

Upon motion of Mr. McFerson, seconded by Mr. Brass, the Board of Trustees adopted the foregoing resolution by unanimous voice vote.

Dr. Cloyd:

Before we move to the second part, Mr. McFerson, let me also add my compliments and thanks. This has been an excellent process. I also want to compliment the Committee on one of the components of this which was to operate within the full context of the Sunshine Laws. In that regard, we had a lot of public discussion on this, which was excellent.

Mr. McFerson:

We did. A companion discussion is as follows, the Preamble of the recently adopted "Statement of Expectations" states that the "Board Members have one overriding and all-encompassing responsibility: to serve the best interests of the University so that the University, in turn, can serve the best interests of the State of Ohio and society at-large." This can only happen if

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the administration and Board are aligned behind the same strategic goals and objectives.

The Committee on Trusteeship, responding to the challenge given to us by Chairman Cloyd to address Board governance and structure, concluded that our current Board committee structure did not allow us to properly focus on the identified key strategies outlined by President Gee. Instead, we were spending far too much time hearing presentations, attending to operational matters best handled by the administration, and rushing to get through overly-crowded agendas full of non-strategic content. We needed to change the structure of our committees, taskforces, affiliated boards, meeting frequency, and content; and we needed to do it right away. Accordingly, at our last publicly noticed meeting – a retreat – the Committee on Trusteeship was asked by the Chair to come back with a new Board of Trustees structure that would allow us more time to focus significantly on strategic matters during committee and Board meetings. Therefore a proposal is as follows and in no particular order:

- 1) The Board of Trustees will meet six times a year, plus a retreat; exact dates will be determined by the next meeting, but we will meet next month as scheduled, December 6 and 7, and we will also use six of the nine dates already calendared for 2008.
- 2) Details of an annual retreat need to be worked out with President Gee and should be ready by our next meeting. The President attended our meeting yesterday and gave us some insight into these retreats. Clearly these retreat sessions will not be the same every year: maybe there will be a couple a year; they will vary as to time, as to content, as to location; they will clearly be strategic; they will be relevant to the University; and very topical with regard to content. It is expected that these sessions will be very solid learning experiences for all of us.
- 3) There will be six standing committees, with Agricultural Affairs as an as needed committee. Each of the six standing committees will meet each meeting cycle.
- 4) The six committees will be labeled “A,” “B,” and “C,” with meeting times organized so Board members may serve on two to three committees. The two “A” committees will be Academic and Student Affairs, and Fiscal Affairs, and Board members will serve on just one of the “A” committees. The same would apply to the “B” committees and the “C” committees.
- 5) Each Board member will serve as either a committee chair or vice chair to the extent possible. That means there will be 12 individuals as chair or vice chair.
- 6) The Board chair will serve as an ex-officio member of all six committees -- our thirteenth Board member. We will have a new Board member – the fourteenth Board member -- and they will not likely serve as a chair or vice chair until they have had a year of orientation. Sometimes we will have two new Board members. So, virtually everyone will serve as a committee chair or vice chair.
- 7) The Board chair will select the committee chairs, vice chairs, and committee members. These will all be in place by next month when we will begin this cycle.

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8) All committee meetings will be on Thursdays; Friday morning will be reserved for Executive Session; and following lunch, our full Board of Trustees meetings will take place like we are doing now.

9) Committee chairs are responsible for making certain agendas are strategic and that sufficient time is allocated for a discussion on designated strategic objectives agreed to by President Gee and the Board.

10) The six standing committees -- the "A" Committees will be Academic and Student Affairs, and Fiscal Affairs; the "B" Committees will be Audit and Compliance -- that is an expanded title and responsibility not strictly audit, but also the whole compliance function -- and Medial Affairs; and the "C" Committees will be the Committee on Trusteeship and a new committee -- Development and Investment. This is clearly a new committee. In the past, Investments was a separate committee and Development was under Fiscal Affairs. It was felt in one of our previous meetings that going forward with the emphasis on both of those areas that they should be broken out from Fiscal Affairs.

11) It should be noted that Board of Trustees members are no longer being asked to serve on affiliate, Hospitals, or other OSU company boards. These responsibilities will all be rolled into the six standing committees.

12) Committee chair reports to the full Board should focus only on those strategic issues that were discussed in the committee meeting and encourage Board of Trustees dialogue on these matters. In other words, as we have done in the past, rather than reporting everything that took place in our committee, we will only talk about the strategic issues that we dialogued and get further input from the Board.

13) Committees could have non-Board of Trustees members appointed. We currently have non-Board of Trustees members on Audit and Investments Committees. It could very well be that additional non-Board of Trustee members could be appointed to some of these committees at the discretion of the Chair.

It should be noted that all of these changes in the Board of Trustee structure will take time to understand. We talked about that at length yesterday and will need to sort out how it will best work. The Committee on Trusteeship understands these challenges, as does President Gee, but we are committed to going forward with this streamlined structure. It gives us our best chance to be more strategic in our deliberations.

Once again, Mr. Chairman, on behalf of the Committee on Trusteeship, I move approval of this new Board of Trustee structure as outlined, ask for a second, ask for additional Board of Trustee discussion, and then a vote.

Dr. Cloyd:

Thank you. Is there a second?

Amb. Ong:

Second.

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Dr. Cloyd:

Let's have a discussion on the proposal before the Board.

Ms. Hendricks:

With regard to the non-trustee membership on committees, did you discuss what committees and how many non-trustee members? I am assuming this is Gil's responsibility or is it the responsibility of the Committee on Trusteeship?

Mr. McFerson:

We did not discuss how many non-trustee members nor which committees, and it would be the Chairman's decision, but I am sure he would receive counsel from us. I would think that some of these committees are natural for additional non-trustee members, such as Medical Affairs where we could use some outside expertise. There may be other committees, but we did not get into the details.

Dr. Cloyd:

Karen, the chairs of the committees, as they work with their trustee committee members, are going to be in the best position to make their decisions on whether they want non-trustee committee members and, if so, the type of expertise or background they would like to have on the committee. I think that is something we can defer to the committee chairs to decide.

Ms. Hendricks:

Would they consider people outside of Columbus for the committees?

Dr. Cloyd:

I would see no limitation.

Ms. Hendricks:

Just as it is on the Board?

Dr. Cloyd:

Right.

Mr. McFerson:

Currently David Rismiller, who is on the Investments Committee, comes from Omaha.

Mr. Schottenstein:

As a member of the Committee on Trusteeship, I would like to comment on both the current motion and the previous motion that was passed as it relates to how we are going to govern ourselves, as opposed to what we are going to govern. I want to commend you, Dimon, as chair of the Committee on Trusteeship, and also acknowledge the tremendous advice and support we received from Dr. Chait. This is a significant departure from

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where we were, but it is one that will serve us very well at this exciting time. I am extremely supportive of this. Again, I want to thank you for your chairmanship.

Mr. McFerson:

You are welcome. I agree that Dr. Chait was a major help and David Frantz was a major help staffing this Committee. We all have to recognize that we have a lot of learning to do as to how to make this best work for the University, but we are prepared to go forward.

Dr. Cloyd:

Thank you. Any other questions or comments?

Mr. Shumate:

Dimon, I'm not sure if you want to comment, but during our Committee deliberations we talked about taking steps to align the six strategic goals that the President has outlined to the University within our committee structure to make sure that we are focusing on the overall strategic goals of the University.

Mr. McFerson:

Alex, we did, as you know, have some discussion on that and how best to align the six strategic goals of President Gee into the committees. It is very clear that each of those goals cross over into one or more committees, but the President and his counsel are still deciding exactly how some of that should be spread. I think as a Committee, and also with input from the Chair, on how to best align that is yet to be decided. That is why I didn't talk about it right now.

President Gee:

The answer is that we hope the strategy of the University, and particularly the goals that I have set, will be a template against which we measure almost everything we do. At the same time, we want to make certain that we get them lined up to make the best use out of the committee structure. So the answer is yes and it is an alignment issue right now.

Dr. Cloyd:

Let me make one other specific comment. Dimon's reference that we talked about in the Committee yesterday was that there is going to be a transitional nature of this. We also recognize, as a part of that, some of the other affiliated boards and committees that are now being aligned under here may require some bylaw changes, given that we will not be having trustees on this Board be full members of those committees or boards. That is being worked out through the legal organization right now. Again, that will be a part of the transitional process we will have to go through here to get the final alignment on how we want to operate.

If there are no other questions or comments, let's move this resolution to a vote.

**Board Committees**

<b>Academic &amp; Student Affairs</b>	<b>Fiscal Affairs</b>	<b>Audit &amp; Compliance</b>	<b>Medical Affairs</b>	<b>Development &amp; Investment</b>	<b>Trusteeship</b>	<b>Agricultural Affairs</b>
A	A	B	B	C	C	
<ul style="list-style-type: none"> <li>- Faculty and Staff matters</li> <li>- Educational Policy</li> <li>- Academic structure, organization</li> <li>- Student Housing</li> <li>- Student Welfare</li> <li>- Collective Bargaining</li> <li>- Rules and Bylaws of the University</li> <li>- Naming of University buildings, structures,</li> <li>- Conferring of degrees and certificates, awards</li> </ul>	<ul style="list-style-type: none"> <li>- Capital and Operating Budget and Planning</li> <li>- Property matters</li> <li>- Security and safety of the campus</li> <li>- Tuition and fees</li> <li>- Purchasing policies</li> </ul>	<ul style="list-style-type: none"> <li>- Audit policies and guidelines, audit plans, and annual reports</li> <li>- Financial statements</li> <li>- Review of the internal financial control systems,</li> <li>- Risk management systems, and business continuity Planning</li> <li>- Selection of the independent auditors in conjunction with Auditor of State's office</li> </ul>	<ul style="list-style-type: none"> <li>- Faculty and Staff Matters</li> <li>- Medical Center budget and capital plans</li> <li>- Medical Center strategic plans</li> <li>- Medical System plans and operations</li> </ul>	<ul style="list-style-type: none"> <li>- Investment policies and guidelines, banking relationships</li> <li>- Issuance of debt</li> <li>- Acceptance of gifts and bequests</li> <li>- Policies governing fund raising</li> </ul>	<ul style="list-style-type: none"> <li>- Board Structure/ Operation</li> <li>- Trustee Selection</li> <li>- Special Assignments from Chair</li> <li>- Board Orientation</li> </ul>	<ul style="list-style-type: none"> <li>- Matters related to agriculture, OARDC, and the University extension mission</li> </ul>
<ul style="list-style-type: none"> <li>- University System of Ohio</li> <li>- Regional Campus</li> <li>- Athletics</li> </ul>	<ul style="list-style-type: none"> <li>- Affiliated Entities</li> <li>- Research Foundation</li> <li>- Campus Partners</li> <li>- Science &amp; Technology Campus Board</li> <li>- Self-Insurance Trust</li> </ul>		<ul style="list-style-type: none"> <li>- James Board</li> <li>- University Hospitals Board</li> <li>- Ross Hospital</li> <li>- OSU East Hospital</li> <li>- Harding Hospital</li> <li>- University Managed Health Care System</li> </ul>	<ul style="list-style-type: none"> <li>- Investments</li> <li>- University Foundation</li> <li>- Wexner Center Foundation</li> </ul>	<ul style="list-style-type: none"> <li>- Board Academic Excellence Fund</li> </ul>	

## **November 2, 2007 meeting, Board of Trustees**

Upon motion of Mr. McFerson, seconded by Ambassador Ong, the Board of Trustees adopted the foregoing resolution by unanimous voice vote.

Dr. Cloyd:

Dimon, and to the entire Committee on Trusteeship, this has been tremendous work. I know it has taken a lot of time, but I can echo some of the comments that have been made around the table here that this is exciting. I think this is going to give us a more efficient and effective way to approach our work going forward. Tremendous work!

Mr. McFerson:

And the fun is just starting.

Dr. Cloyd:

And the fun is just starting; that is correct.

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### **COMMITTEE REPORTS**

Dr. Cloyd:

At this time, we will hear other committee reports and I would like to begin with the Affiliated Entities Committee. Mr. Fisher –

Mr. Fisher:

Thank you, Mr. Chairman. We met the last week of September, so there is a little age to this report. In the spirit of what we are doing on the full Board, the commitment to improve our operating effectiveness by the way of governance, accountability, and, in some cases, necessity of some of our affiliated entities was the theme of our Committee meeting. We are trying to get our arms around the fact that we spend more of our time on the affiliated entities that involve more investment and risk in our partnership with the University, such as Campus Partners and SciTech.

The second thing I would highlight is that Legal Affairs also noted that the coordination between the work of the external auditors and Trustee Schottenstein with our affiliated entities was very important.

Finally, we heard presentations from: Managed Health Care Systems and the appointment of the new CEO Scott Streater; Campus Partners -- and I would note the appointment of their two new board members, Donna James and Boyce Safford; SciTech; the Ohio Supercomputer Center; and an update from Pete Geier on the wind down of the UMC Partners operation.

Mr. Chairman, that concludes my report, and I would be happy to take any questions.

Dr. Cloyd:

Thank you, Mr. Fisher. Questions or comments to Mr. Fisher on his report? Next, we will hear from Mr. Schottenstein on the Audit Committee.

## November 2, 2007 meeting, Board of Trustees

Mr. Schottenstein:

Thank you, Mr. Chairman. The Audit Committee met yesterday at 11:15 am and we had a very complete agenda. The first item was a presentation by Dr. Todd Guttman, associate vice president for Research Compliance, along with Dr. McGrath, on what we do as an institution to assure compliance in all of the various areas of research. This was a very informative review for the members of the Audit Committee. I will take a minute to highlight a few facts for the members of the Board and the others who are here today before I summarize the nature of the report.

As everyone knows, Ohio State is 7<sup>th</sup> among all U.S. public universities in total research dollars as of the year 2006; has over \$720 million in research expenditures for FY 2007; approximately 7,000 awards are managed by the Research Foundation; over 4,000 active research protocols, involving the use of human subjects; nearly 1,000 active protocols involving the use of animals; 275 protocols involving the use of biohazardous materials and/or agents; and 479 current industry-funded clinical trials. The purpose of the report by Dr. Guttman was to present to the Audit Committee what we do as an institution to make certain we are in compliance.

A couple of comments I want to make is that first of all it was a very good report and much of the discussion focused on our accreditation activities. I think we will all recall the issues that we had during the last 18-months with the Association for Assessment and Accreditation of Laboratory Animal Care (AAALAC), which is the association that monitors accreditation for research involving animals. As you will recall, we were awarded full accreditation last year following a multiple year process, and ongoing and very robust efforts are in place today to maintain that accreditation.

What AAALAC is to animals, there is also a relevantly new accreditation association – Association for the Accreditation of Human Research Protection Programs (AAHRPP) -- which monitors research efforts as they relate to humans. This accreditation association has only been in existence for five years and while there are a few universities that have now received full accreditation from AAHRPP, we are not one of them. The very positive news is that we are just beginning the efforts to secure full accreditation from AAHRPP. It will take approximately two years to complete the process. It is very comprehensive; it involves all aspects of this institution; and Drs. Guttman and McGrath's report was very comforting. I think I speak for all the members of the Audit Committee in that this is putting us in a position where we think we will be in good stead.

The other principle item that the Audit Committee dealt with was the financial report including a presentation by Deloitte and Touche for the FY 2006 audit. Just a couple of highlights: the University's overall financial health remains sound. We operated in the black, which is good, to the tune of overall \$500 million. With respect to Ohio Senate Bill 6, our composite score is very stable at 4.2, well above the minimum level.

The Audit Report that we received from Deloitte was also a very good report. Deloitte was able to provide us with a complete, unqualified opinion, acknowledged full levels of cooperation from all of the various financial arms of the University, and the Audit Committee unanimously approved and accepted the report of Deloitte and Touche.

That concludes my report.

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Dr. Cloyd:

Thank you, Mr. Schottenstein. Questions or comments?

Mr. McFerson:

How much longer is the cycle for Deloitte before it has to be rebid or new auditors selected?

Mr. Schottenstein:

I think this is the second year of five years, but Mr. Shkurti might be able to answer that question.

Mr. William J. Shkurti:

That is correct – this is the second year of five.

Dr. Cloyd:

One other comment I would like to make, in addition to what Mr. Schottenstein said, that is consistent, President Gee, with what you are talking about is for Ohio State University to streamline one of the areas highlighted. We have a real opportunity to improve our efficiency and also in the controls area by simplifying the payroll systems. We had some considerable discussion on the complexity we have today with multiple payroll systems and getting that improved will be very consistent with some of the other things you have in mind.

Any other questions or comments? We will next have the Academic and Student Affairs Committee report. Mr. Borrer –

Mr. Borrer:

Thank you very much, Chairman Cloyd. In the Academic and Student Affairs Committee, we started with a discussion led by Provost Joe Alutto on the Ohio Innovation Partnership. This is a new statewide initiative that will provide \$250 million to enhance Ohio's ability to compete in the STEM fields -- science, technology, engineering, and math. At Ohio State, STEM also includes medicine and STEM education. Matching funds will provide another \$250 million, for a total of \$500 million. STEM is one of Ohio State's best examples of the trans-institutional Ohio State that President Gee envisions.

Vice Provosts Randy Smith and Martha Garland talked to the Committee in detail about the Choose Ohio First Scholarship Program, which \$100 million is available for this program statewide. Ohio State is allowed to submit a maximum of five proposals, up to \$10 million each, and all of those will be at that level. The proposals will target various points along the STEM continuum. Some of these will propose new programs and others will propose the expansion of existing programs to new populations. All will build on the existing strengths in STEM programs.

Next we heard from Senior Vice President for Research Bob McGrath and Vice Provost Carole Anderson. They spoke to us about the Ohio Research Scholars program. For FY 2008-09, \$150 million in state funding is available for this program. Of that amount, \$51 million comes from the Board of Regents and \$99 million from Third Frontier monies. The

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maximum individual award amount is \$50 million. Each award must be matched dollar-for-dollar, though matching funds which can be defined "flexibly." That does not apply to Ohio State, we will match them. The \$51 million endowment will generate about \$2 million annually for faculty salaries. The matching requirement will double that amount to \$4 million. This translates to hiring 20 new faculty members statewide. A number of proposals are currently under consideration. Proposals should demonstrate potential for economic impact. Partnerships between Ohio higher education institutions, Ohio industry, and government labs are strongly encouraged.

The next report we heard was on the Bias Assessment and Response Team (BART), from Rebecca Nelson, assistant vice president for Student Affairs, Georgina Dodge, assistant vice provost for Minority Affairs, and graduate student Darius Williams. This is a new collaboration of Student Affairs and Minority Affairs, as well as several other offices. BART, as the team is called for short, deals with hate and bias-related incidents that affect the University community. The team receives and monitors reports of such incidents, refers individuals to appropriate resources, and, if necessary, coordinates a University response. In 2007, BART has collected reports of 17 incidents. This is a leading-edge collaboration designed to improve response time and potentially reduce this behavior in the future.

Finally, our Committee endorsed the following recommendations: 1) the naming of Hawk's Nest Clubhouse at Ohio State ATI; 2) the naming of the Les Wexner Football Complex at the Woody Hayes Athletic Center; and 3) routine personnel actions.

This concludes my report, Mr. Chairman.

Dr. Cloyd:

Thank you, Mr. Borrer. Questions or comments on this report?

Ms. Hendricks:

When you talked about the \$250 million for the STEM field effort in Ohio, is that a business effort or is it for students to come to Ohio State?

Provost Joseph A. Alutto:

The scholarships are designed to support students who are studying in the STEM fields. That would involve scholarships not just for students in regular academic programs, but also in internships as a way to encourage their connection with STEM industries early on in their studies.

Ms. Hendricks:

Interesting; thank you.

Dr. Cloyd:

Any other questions or comments? As I mentioned in our Committee meeting, I have to give Ambassador Ong a lot of credit for the leadership that he brought in the state in getting this program funded. It has been some tremendous work on your part and it is going to be very beneficial to our young people here in Ohio and also for the kind of faculty that we are going to be able to bring to Ohio State. Thank you for that, Ambassador Ong.

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We will next go to the Fiscal Affairs Committee. Mrs. Davidson –

Mrs. Davidson:

Thank you, Mr. Chairman. We led off our Committee meeting with the First Quarter Report on the budget for Fiscal Year 2008 and reviewed where we ended up in 2007. I will highlight some of the things that came out of both of those reports.

As we know the Health System had a very good year in FY 2007. For the first quarter of FY 2008 we are 4.4% below budget in revenue, but helping to manage that is that we are 4.7% lower in expenses. In talking with Mr. Shkurti, he pointed out that one quarter does not make a trend. We will need to keep an eye on this particular situation and continue to be aware, as we are now, of our obvious lack of capacity on a continuing basis. It is good to report that the Ross Hospital addition should bring 16 new beds on board in June 2008 and the MRI facility would be completed by July 2008, but that might tie in to our discussion at the end of this current Board meeting.

In the enrollment report we are slightly above the planned level and that is very good. With state support – since we agreed to the freeze of tuition for two years – we will be carefully watching state revenues to be sure that the state is going to be in a position to make their commitment. On research it is great. In adding on to the report that was already given and where we ended up in 2007, new research awards were up 19.2% in the first quarter of 2008 compared to 2007.

The Development Report indicated that we tried to resolve a little bit of the operating cost of development with a more stable budget and we did that, as you know, when you approved the budget at our September meeting. Our gift receipts in 2007 increased by 11%. We discussed the capital campaigns and there are six projects for which we are involved in raising targeted money. We have not met that goal and we need to continue to look at and reach those goals.

In investments we had \$2.3 billion at the end of FY 2007, with \$1.6 billion of that in gifted endowment and \$598 million in long-term operating funds. This compares to a total of \$2 billion at the end of FY 2006.

In general operations, we have deficits in some units and we are tracking those very carefully, requiring that plans be put together to bring those units out of the deficit situation. As Jack reported, our auxiliaries and affiliates are all within their own budget guidelines in revenue and expenses. We anticipate having a full discussion on debt for Ohio State at the Fiscal Affairs Committee meeting next month. A number of members of the Board have asked that we take a look at that in-depth, so we will be reviewing that.

On the regional campuses enrollments are good with the exception of the problem with ATI, which is still dragging behind; but the Lima problem seems to have corrected itself. Our reserves are running a bit lower than anticipated – we are at \$31.3 million versus our goal of \$42.1 million. We are continuing to deal with the financial aid situation where we had more students accept enrollment at Ohio State. Going into this fiscal year, we would project that shortage will be someplace in the area of \$14 - \$15 million and are developing a plan in which we can handle that.

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We had a first reading on the Purchase Policy. We are attempting to do what President Gee has asked, which is to streamline some of the bureaucracy. All Board members have received a copy of the revised purchasing policy. We ask that you look it over, so it can be adopted at the next meeting.

We reviewed the Board of Regents' Efficiency Report. As you know, we are required to at least demonstrate a 1% efficiency savings to qualify for state support. This year it equates to a \$4.7 million savings, but next year that will increase to a 4% savings. We filed an efficiency savings report with the Board of Regents equaling \$68.9 million, so we are well above that and it shows the great efforts we have made on efficiency.

We have seven items on the Consent Agenda and the first item is the University Development Report. Our gift receipts were down for the quarter, but the number of contributors actually grew by 17%, which is a good indicator. Our goal for the year in Development is \$242 million, but that means we have to make up 88% of that goal in the next three quarters. An exciting corporate gift of \$10 million is pending and we hope it will be announced soon. We have also received a \$22 million anonymous gift for space exploration.

You have before you the Waivers of Competitive Bidding that have taken place in the last quarter. We waive competitive bidding when there is an emergency or a single source bid.

We also have amendments on the *Code of Regulations of The Ohio State University Managed Health Care Systems, Inc.* The UMHC Board wants to expand their board members by adding two additional non-OSU members to that board and to redesignate the titles under which their officers are serving.

There is some exciting news dealing with what we are able to do with our Civil Service regulations. New legislation passed gives the four-year state universities an opportunity to redo their own Civil Service regulations. For your consideration is a resolution authorizing the Office of Human Resources to begin looking at these regulations and to bring recommendations back to us for approval.

We have our typical monthly approval of contracts and feasibility studies, and four easements: one easement for Time Warner Telecom at the WOSU Tower; and three easements for Ohio Power to provide electrical service to the Newark campus.

Mr. Chairman, we recommend all of those items on the consent agenda and I would be glad to answer any questions.

Dr. Cloyd:

Any questions or comments for Mrs. Davidson? Did you have any discussion about where we stand in an operational context with reserves vis-à-vis oil pricing and what could happen? What would happen if we continue to see escalation and a hard winter?

Mrs. Davidson:

We did not have any discussion on that. If you look at what we filed with the Board of Regents, you will see that some of the plans we have made in

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having contracts into the future show that we are having some efficiency savings. Perhaps Mr. Shkurti wants to comment on that, too.

Mr. William J. Shkurti:

Mr. Chairman, we also have a utility reserve that will help us in the event of spikes in utilities and although it got beat up two years ago we are replenishing it. Secondly, we have the ability to use either fuel oil or natural gas, so if oil goes up you can use natural gas. The problem is the way the markets work when oil goes up, natural gas goes up, too.

On the longer horizon, we are working more in conservation as we have been for sometime. We also want to get back into the business of being able to use Ohio-based coal when we can get it environmentally sound. There is no 100% guarantee against it, but we do have reserves. Then we have the rainy day fund if those reserves are depleted. We are in fairly good shape given the circumstances.

Dr. Cloyd:

Any other questions or comments? As always, Fiscal Affairs Committee stays very busy. Thank you.

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Dr. Cloyd:

I have the real pleasure to put a resolution in front of the Board for approval and that is the Waiver and Naming of the "Les Wexner Football Complex" at the Woody Hayes Athletic Center.

At each commencement, Archie Griffin talks to the students about giving back and supporting the University. We have an alumnus on the Board who shows his endearing love and support of the University. His wife, Abigail, is also in that camp. Les, we thank you very much. It is a real pleasure. Les is a role model for all of us and we would hope that all of our alumni will follow.

The resolution is in front of the Board and if I could have a second?

Upon motion of Dr. Cloyd, seconded by Mr. O'Dell, the Board of Trustees adopted the following resolution by unanimous voice vote.

### **WAIVER AND NAMING OF THE LES WEXNER FOOTBALL COMPLEX AT THE WOODY HAYES ATHLETIC CENTER**

Resolution No. 2008-40

Synopsis: Approval of the waiver of paragraph (F) of Bylaw 3335-1-08 of the Administrative Code and Naming of the Les Wexner Football Complex at the Woody Hayes Athletic Center, located at 535 Irving Schottenstein Drive, is proposed.

WHEREAS the Board of Trustees has authority in naming of all buildings and structures at The Ohio State University, as set forth in paragraph (F) of rule 3335-1-08 of the Administrative Code which states that "buildings and structures shall not be named for any person who is an officer or employee of the University or the State of Ohio, but may be named for a person who has been retired or has otherwise left such a position for a minimum of three years"; and

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WHEREAS Leslie H. Wexner began his relationship with The Ohio State University in the late 1950's, earning a Bachelor of Science in Business Administration degree in 1959 and an Honorary Doctor of Humane Letters degree in 1986; and

WHEREAS he has made valuable contributions to his Alma Mater over several decades, serving on numerous boards, including the Board of Trustees, the University Foundation Board, the Wexner Center Foundation Board, and the Fisher College of Business Dean's Advisory Council; and

WHEREAS Mr. Wexner has demonstrated further campus commitment through the establishment of the Fisher Council on Global Trade & Technology Fund and generous support of the OSU Hillel Foundation; and

WHEREAS Mr. Wexner, along with his wife Abigail, has been a tireless supporter of The James Foundation and The James Fund for Life; and

WHEREAS the Wexner family is proud of the tradition, the people, and the excellence of Ohio State football, having generously supported the renovation of the Woody Hayes Athletic Center:

NOW THEREFORE

BE IT RESOLVED, That paragraph (F) of bylaw 3335-1-08 of the Administrative Code be waived and the naming of the "Les Wexner Football Complex" at the Woody Hayes Athletic Center, be approved, effective September 8, 2007.

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**CONSENT AGENDA**

President Gee:

We now have 12 resolutions left on the Consent Agenda and we are asking that a separate vote be held for items #7 – Waivers of Competitive Bidding Requirements – and #11 – Easement to Time Warner Telecom of Ohio, L.L.C. Therefore, we are seeking your approval for the following:

**AMENDMENTS TO THE UNIVERSITY HOSPITALS  
MEDICAL STAFF RULES AND REGULATIONS**

Resolution No. 2008-41

Synopsis: The amendments to the *University Hospitals Medical Staff Rules and Regulations* 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 *University Hospitals Medical Staff Rules and Regulations*; and

WHEREAS this amendment was approved by the University Hospitals Board on September 27, 2007:

84-06 Death and autopsy procedures.

(A) Unchanged

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~~(B)~~ The death of a patient in the hospital within twenty-four hours of admission must be reported to the proper legal authorities under the laws of Ohio.

~~(C)~~ (B) All autopsies shall be performed by an attending pathologist with hospital privileges or other attending practitioner who is qualified to perform autopsies. The attending pathologist or his or her designee shall have the responsibility of informing the patient's attending physician or designee that a proper consent for the performance of an autopsy has been obtained. The anticipated time for the autopsy shall also be reported at this time.

~~(D)~~ (C) Criteria for autopsy requests include the following:

(1) Coroner's cases when the coroner elects not to perform an autopsy. The county coroner has jurisdiction for performing an autopsy when death is the result of violence, casualty, or suicide, or occurs suddenly in a suspicious or unusual manner. ~~Deaths occurring during surgery or within twenty-four hours of admission to the hospital are also coroner's cases, and the decision whether to autopsy is the coroner's responsibility.~~ When the coroner elects not to perform an autopsy, a request for an autopsy shall be made pursuant to paragraph (A) of this rule.

(2) through (10) unchanged

~~(E)~~ (D) When an autopsy is performed, provisional anatomic diagnosis should be recorded in the medical record within three days and the complete protocol should be made a part of the record within sixty days.

84-12 Medical information committee.

(A) Unchanged

(1) through (8) unchanged

(B) Each member of the medical staff shall conform to the policies established by the medical information committee, including the following:

(1) and (2) unchanged

(3) Deadlines and sanctions.

(a) through (h) unchanged

(i) Reports in the electronic signature system must be signed within ~~ten~~ five (5) business days of availability.

(4) through (11) unchanged

NOW THEREFORE

BE IT RESOLVED, That the above amendments are hereby adopted.

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**NAMING OF HAWK'S NEST CLUBHOUSE AT OHIO STATE ATI**

Resolution No. 2008-42

Synopsis: Naming the Clubhouse at Hawk's Nest at Ohio State ATI, located at 2800 East Pleasant Home Road, Creston, OH, in honor of Betty J. Hawkins, is proposed.

WHEREAS Betty J. Hawkins had her lifetime love of golf realized in the construction of Hawk's Nest golf course, which became a top-tiered golf course recognized statewide and nationally and is highly ranked by *Golf Digest*; and

WHEREAS Mrs. Hawkins worked tirelessly on the design, construction and operation of Hawk's Nest prior to and after its opening in 1993; and

WHEREAS she was the primary visionary in the creation of Hawk's Nest and was instrumental in the donation of the course to The Ohio State University Agricultural Technical Institute, and as such, the University would like to recognize and honor her contributions by naming the Clubhouse for her; and

WHEREAS this gift is the largest donation to date to the Agricultural Technical Institute (ATI) and will serve the educational and research interests of the students and faculty of ATI:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees, as set forth in paragraph (F) of rule 3335-1-08 of the Administrative Code, approves that the naming of the aforementioned Clubhouse shall be the "Betty J. Hawkins Clubhouse" at Hawk's Nest at Ohio State ATI, effective immediately.

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**PERSONNEL ACTIONS**

Resolution No. 2008-43

BE IT RESOLVED, That the personnel actions as recorded in the Personnel Budget Records of the University since the September 21, 2007 meeting of the Board, including the following Appointments/Reappointments, Concurrent Appointment, Appointment of Chairpersons, Leave of Absence without Salary – Change in Dates, Professional Improvement Leaves, Professional Improvement Leave – Change in Dates, and Emeritus Titles, be approved.

Appointments

Name: JOSEPH A. ALUTTO  
Title: Executive Vice President and Provost  
Office: Academic Affairs  
Effective: October 1, 2007 through June 30, 2011

Name: WILLIAM A. BAESLACK III  
Title: Executive Dean  
College: Professional Colleges  
Term: October 1, 2007 through June 30, 2010

Name: MARTHA BELURY  
Title: Associate Professor (The Carol S. Kennedy Professorship in Human Nutrition)  
College: Education and Human Ecology  
Term: October 1, 2007 through September 30, 2010

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Name: ELLEN E. DEASON  
Title: Professor (The Joanne Wharton Murphy/Classes of 1965 and 1973 Professorship of Law)  
College: The Michael E. Moritz College of Law  
Term: August 1, 2007 through July 31, 2017

Name: JEFF M.S. KAPLAN  
Title: Vice President for Business Development and Collaborative Advancement at the Medical Center/Interim Vice President for University Development/Special Assistant to the President  
College/Office: Medicine/Development/President  
Effective: October 1, 2007

Name: EHUD MENDEL  
Title: Professor (The Justine Skestos Chair in Minimally Invasive Neurological Spinal Surgery)  
College: Medicine  
Term: September 1, 2007 through June 30, 2011

Name: SANDRA A. STROOT  
Title: Interim Dean  
College: Education and Human Ecology  
Effective: January 1, 2008 through December 31, 2008

Name: DONGPING ZHONG  
Title: Associate Professor (The Robert Smith Endowed Professorship in Physics)  
College: Mathematical and Physical Sciences  
Term: October 1, 2007 through September 30, 2012

### Reappointments

Name: RUSSELL H. FAZIO  
Title: Professor (The Harold E. Burt Chair in Psychology)  
College: Social and Behavioral Sciences  
Term: July 1, 2007 through June 30, 2012

Name: THOMAS W. JOHNSON  
Title: Interim University Treasurer  
Office: Business and Finance  
Term: October 1, 2007 through June 30, 2008

### Concurrent Appointment

Name: ANN M. PENDLETON-JULLIAN  
Title: Professor (The Walter H. Kidd Designated Professorship)  
School: Knowlton School of Architecture  
Term: July 1, 2007 through June 30, 2011  
Concurrent Title: Director, Knowlton School of Architecture

### Appointment of Chairpersons

ROBERT R. BAHNSON, Department of Urology, effective November 1, 2006 through June 30, 2010.

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CHRISTOPHER M. HADAD\*, Department of Chemistry, effective October 1, 2007 through September 30, 2008.

*\*Interim*

### Leave of Absence without Salary – Change in Dates

GREGOR G. HOMAN, Assistant Professor, Ohio State University Extension, change leave from Autumn Quarter 2007, Winter Quarter and Spring Quarter 2008, to September 1, 2007 – June 30, 2008.

### Professional Improvement Leaves

SHERYL A. BARRINGER, Professor, Department of Food Science and Technology, effective Summer Quarter and Autumn Quarter 2008.

ANDREW P. GOULD, Professor, Department of Astronomy, effective Autumn Quarter 2008, Winter Quarter and Spring Quarter 2009.

THOMAS A. WAITE, Associate Professor, Department of Evolution, Ecology, and Organismal Biology, effective Winter Quarter and Spring Quarter 2008.

### Professional Improvement Leave – Change in Dates

ALLAN J. SILVERMAN, Professor, Department of Philosophy, change leave from Winter Quarter and Spring Quarter 2008, to Winter Quarter and Spring Quarter 2009.

### Emeritus Titles

HOWARD M. FEDERSPIEL, Department of Political Science (Newark), with the title Professor Emeritus, effective January 1, 2008.

KENNETH A. FOLAND, School of Earth Sciences, with the title Professor Emeritus, effective November 1, 2007.

BARBARA G. LUDWIG, Ohio State University Extension, with the title Professor Emeritus, effective November 1, 2007.

LAWRENCE H. NEWCOMB, Department of Human and Community Resource Development, with the title Professor Emeritus, effective January 1, 2008.

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## **RESOLUTIONS IN MEMORIAM**

Resolution No. 2008-44

Synopsis: Approval of Resolutions in Memoriam is proposed.

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

Mary Lynne Bowman-Cowen

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on August 18, 2007, of Mary Lynne Bowman-Cowen, Associate Professor Emeritus in the School of Environment and Natural Resources.

Dr. Bowman-Cowen held a B.S. degree in music education, a M.A. degree in curriculum and instruction, and a Ph.D. degree in environmental education, all from The Ohio State University. She was an elementary vocal music teacher in the Upper Arlington and Westerville city school systems during the period 1958-

## **November 2, 2007 meeting, Board of Trustees**

71. Mary Lynne joined the faculty of the School of Natural Resources in January 1973 and served the University through September 1986. She was a highly-dedicated teacher and delivered outstanding courses on natural history and environmental education and interpretation while at Ohio State. She was an active member of the Ohio Nature Conservancy, the Ohio Alliance for Environmental Education, and the Ohio Academy of Science. In 1984, she was named a fellow of the Ohio Academy of Science and received a Pomerene Teaching Enhancement Award.

Dr. Bowman-Cowen was passionate about affirmative action and became a national authority on the role of minorities and women in natural resources. She worked tirelessly to instill an appreciation of nature in young people and to inform women and minority students of career opportunities in natural resource conservation. She developed strategies to enlist inner-city community involvement in natural resource programs through the St. John XIII Head Start Program and created resource materials for teachers of environmental education in urban schools. Mary Lynne worked with the Columbus Metropolitan Area Community Action Organization and spearheaded cooperative efforts between university students and inner-city residents to design and develop community enrichment projects that improved environmental quality and access to nature.

Mary Lynne was a dedicated professional, but never to the exclusion of family and friends. She will be remembered not only for her scholarship but also for her sense of humor, love of nature, great kindness, and generosity to those less fortunate.

On behalf of the University community, the Board of Trustees expresses to the family of Professor Mary Lynne Bowman-Cowen 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 her family as an expression of the Board's heartfelt sympathy.

Elizabeth L. Gross

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on June 27, 2007, of Elizabeth L. Gross, Professor Emeritus in the Department of Biochemistry.

Professor Gross held a Bachelor of Arts degree in biophysics from the University of California-Los Angeles and a Doctor of Philosophy degree from the University of California-Berkeley, also in biophysics. She served as a postdoctoral research associate at the C.F. Kettering Research Laboratory, Yellow Springs, Ohio, for two years before joining the faculty of the Department of Biochemistry at The Ohio State University as an assistant professor in 1968. Professor Gross continued to serve admirably on the faculty for 39 years until her retirement in 2006.

Professor Gross was a dedicated instructor who taught in many areas of biology, biochemistry, and biophysics at both the undergraduate and graduate levels. She was particularly devoted to graduate education in biophysics. She served as the director and Graduate Studies chair of the Biophysics Graduate Program at The Ohio State University for 12 years, from 1990 - 2001, and continued to serve on the Graduate Studies Committee until her retirement. She was very influential in the development of this program, including its curricular and organizational structure. The program flourished under her leadership, more than doubling in size in both its faculty and students. In recognition of her many contributions, Professor Gross received the First Annual Elizabeth L. Gross Award for Faculty

## November 2, 2007 meeting, Board of Trustees

Excellence from the Program in 2001. Professor Gross also maintained a strong commitment to research. Her research focused on the study of the structure and function of metalloproteins involved in photosynthetic electron transport. Using both computational and experimental approaches, she and her research team investigated in detail the interactions between these proteins and their role in this biologically essential electron transport process. These studies involved the training of 15 graduate students and six postdoctoral scientists and have led to over 85 research papers, reviews, and proceedings in highly-respected scientific journals.

Dr. Gross served her profession at the highest level. She was a long-term member of the Biophysical Society and served on its Council from 1984-87, and was on the Executive Committee of the Bioenergetics Subgroup from 1991-93. She was also a member of the American Chemical Society and the American Section of the International Solar Energy Society where she served in various capacities on its Executive Committee including as its vice-chair, chair, and secretary-treasurer. Professor Gross served on the editorial board of the journal *Plant Physiology* from 1979-82 and reviewed research manuscripts for numerous biochemical and biophysical journals.

Professor Gross was an active member of the University community and served on numerous department, college, and University committees, including the University Senate as well as on its Rules and Program Committees, the Arts and Sciences Senate and its Curriculum Committee, the Research and Graduate Council, the Research Committee, the Presidential Fellowship Committee, the Committee on Traffic and Parking and Public Safety, the College and Department Curriculum Committees, the Faculty Advisory Committee, and several others.

Dr. Gross was a committed advocate for the advancement of opportunities for women in science. She served as the chair of the Committee on Professional Opportunities for Women in the Biophysical Society. She was a member of the Association for Women in Science of Central Ohio, served as its president in 1992, and received its Outstanding Women in Science in Central Ohio award in 1989. She was a member of the Committee on Women and Minorities and served as its chair from 1986-87. She was also a member of the Steering Committee for the Council on Academic Excellence for Women from 1984-87 and served several years on the College of Biological Sciences Affirmative Action and Diversity Committees. She also was a supportive mentor to many of the women faculty members in the College.

On behalf of the University community, the Board of Trustees expresses to the family of Professor Elizabeth L. Gross 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 her family as an expression of the Board's heartfelt sympathy.

Lloyd A. Horrocks

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on August 18, 2007, of Lloyd A. Horrocks, Professor Emeritus in the Department of Molecular and Cellular Biochemistry.

The Ohio State University lost a professor who, even in retirement, maintained a presence as a teacher/investigator who functioned admirably within the great traditions of the classic university. Cardinal Newman would have recognized him and applauded, as we who were his colleagues do.

## November 2, 2007 meeting, Board of Trustees

Professor Horrocks was born in Cincinnati, where his parents were associated with the YMCA. He was raised in Ohio, being educated in the public schools of our state. He graduated from a strong liberal arts college, The Ohio Wesleyan University, and completed his military service as an officer in the Air Force assigned to a research group at Wright Patterson AFB in Dayton. Lloyd had been assigned briefly for training at Ohio State while in the Air Force and he returned to Ohio State, completing his Ph.D. degree in 1960.

He worked as a neurochemist at the Cleveland Psychiatric Institute, spent a year as a visiting scientist in England, and returned to the Institute in Cleveland. Ohio State recruited him in the late sixties as an assistant professor who would establish a program in neurochemistry within the Department of Physiological Chemistry in the College of Medicine and this department and its successors continued as his academic home.

Horrocks was an academic. His faculty file lists innumerable comments on his service to the teaching programs in our University. Dieter Haenicke's comment to Horrocks in 1984 is an example of the recognition his contributions to key University committees received. Writing about his work beyond the call of duty, Haenicke stated, "I want to thank you personally for contributions to the principle of shared governance in our institution."

Some faculty are satisfied with an occasional lecture within an arcane subspecialty that has little to do with the canons of an academic disciple. Horrocks saw the whole canon and he made the whole canon accessible to his students. Professor Horrocks was a well-organized and efficient member of our faculty. He managed to be an effective teacher, a competent and innovative committee man, and the leader of a large and vigorous research program. Attributes such as honesty, sincerity, and quiet competence described him. He had large amounts of two qualities, courage and tenacity, and these made him a successful leader.

A revolution occurred in the field of lipid research with the introduction of gas-liquid chromatography in the early 1950's. Professor Horrocks was the first graduate student to use this methodology, and work that previously took months was now accomplished not in weeks but in days. He completed his dissertation in 1960 and moved to establish a lipid neurochemistry program in Cleveland. While there, he introduced thin-layer chromatography to his laboratory and to Ohio State. Neurochemistry is a particularly obtuse subject but new methodologies allowed him to accomplish good work in the identification and quantitative estimation of brain lipids.

Dr. Horrocks established a large and well-funded graduate program. He traveled widely, served on editorial boards, and received a Josiah Macy, Jr. Faculty Scholar Award for studies at the Centre de Neurochimie du Centre National de la Recherche Scientifique, Strasbourg, France. He became very interested in a family of unique lipids, the plasmalogens, which are concentrated in the brain and heart, and spent many years on what is an almost intractable problem, the isolation and purification of the plasmalogenases that control plasmalogen metabolism. He was aided in this work and much other research by his collaborator and good friend Dr. Akhlaq Farooqui.

Dr. Horrocks had wide interests in lipid biochemistry and he was particularly interested in omega 3 fatty acids, commonly called fish-oil fatty acids. These polyunsaturated fatty acids have several unique biologic properties and there is a long and continuing debate about their nutritional benefit. Solutions to this debate will only be achieved through epidemiology and Horrocks took it upon himself to develop foods rich in omega 3 fatty acids that might very well benefit

## **November 2, 2007 meeting, Board of Trustees**

the human diet. He was a leader in this controversial field and work here will be delayed with his passing.

Lloyd was an interesting mix, in being a political conservative and a social liberal. In this he was the converse of many faculty but he was so good-natured and so reasonable in expressing his convictions that he was a welcome member at luncheon groups dominated by his political opponents.

Lloyd and Marjorie Horrocks were highly visible and active members of King Avenue Methodist Church, well-known in the University community as a rock where inclusiveness is truly founded. His crowded memorial service was a celebration and one could not but think about him, the scion of an old New England family living triumphantly through multiple surgeries.

On behalf of the University community, the Board of Trustees expresses to the family of Professor Lloyd A. Horrocks 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.

Steve D. Ruhl

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on October 1, 2007, of Steve D. Ruhl, Associate Professor in the Ohio State University Extension.

Mr. Ruhl was born August 16, 1954, in Galion, Ohio. He was in the Combined Honors Program and received his Bachelor of Science in Agriculture and Master of Science degrees in 1976 from The Ohio State University.

Steve began his Extension career in Ohio in February 1983 as the county agent-Agriculture in Morrow County. In June 2005, in addition to his Morrow County responsibilities, he began work in Marion County as the extension educator-Agriculture. He also served as the county director/administrative leader for the Morrow County office.

Professor Ruhl's many, many contributions in providing Extension educational programs during his career proved that he was a truly dedicated teacher for Extension. He was regarded as an outstanding educator and was ranked in the top 5% of Extension professionals throughout the United States.

The area of agronomic crop production was one of his primary focus points for the citizens of Morrow and Marion Counties. He also worked with livestock production as well as general agriculture programming. Mr. Ruhl was recognized as being the first in Ohio Extension to conduct livestock environmental assurance programs to certify livestock producers. This became a protocol for the entire state. He was awarded the National Livestock Products Education Award by the National Association of County Agricultural Agents in 1994, and was awarded the Distinguished Service Award from this same organization. He served on the agronomic crops, swine, and dairy teams for Extension. He also served on the panel of experts at the National Pork Producers Council program at the World Pork Expo in the mid 1990's.

On behalf of the University community, the Board of Trustees expresses to the family of Professor Steve D. Ruhl 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.

## **November 2, 2007 meeting, Board of Trustees**

Marlin O. Thurston

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on September 18, 2007 of Marlin O. Thurston, Professor Emeritus in the Department of Electrical and Computer Engineering.

Professor Thurston received his Bachelor of Science and Master of Science degrees in physics from the University of Colorado in 1940 and 1946, respectively. He earned his Ph.D. degree in electrical engineering from The Ohio State University in 1955. From 1946-52, Professor Thurston served as a faculty member and acting head of the Electrical Engineering Department at the U.S. Air Force Institute of Technology in Dayton, Ohio. He joined the faculty in OSU's Department of Electrical Engineering in 1955 as an associate professor and was promoted to professor in 1959. He served as chairperson of the Department from 1965-77. From 1974 until his retirement in 1982, he held the Robert M. Critchfield Professorship in Engineering "in recognition of his outstanding achievements as teacher, administrator, researcher, and consultant to industry and government."

During his academic career, Professor Thurston was a specialist in semiconductor and solid-state electronics. His research work won wide recognition including him being named a fellow by the Institute of Electrical and Electronics Engineers (IEEE). He was also an excellent teacher, consistently rated near the top in the Department by his students. As the department chairperson, research activities reached a high level of excellence, and the department became one of the top rated departments in the nation.

After retiring from OSU, Professor Thurston began working with Dr. Edward Martin, Jr., a cancer surgeon in OSU's Division of Surgical Oncology, on an electronic device to help surgeons detect cancerous tumors. This work led to him being named as "Inventor of the Year Finalist" in 1989 by the Intellectual Property Owners Foundation and being given the Central Ohio Technical Achievement Award in 1991. He also received the highest award given to an alumnus of the OSU College of Engineering in 1991: the Benjamin G. Lamme Gold Medal for Meritorious Achievement in Engineering.

On behalf of the University community, the Board of Trustees expresses to the family of Professor Marlin O. Thurston 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.

D. Ransom Whitney

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on August 16, 2007, of D. Ransom Whitney, Professor Emeritus in the Department of Statistics.

Professor Whitney held a B.A. degree from Oberlin College, an M.A. degree in mathematics from Princeton University, and a Ph.D. degree in mathematics from The Ohio State University. After graduating from Princeton, he began his teaching career at Mary Washington College and then joined the U.S. Navy, serving from 1942-46. While in the Navy he taught celestial navigation at Princeton, trained at Bell Labs, and served on the U.S.S. Atlanta in the Pacific.

Upon discharge from the Navy, he came to Ohio State, received his Ph.D. degree in 1946, and immediately joined the Department of Mathematics faculty. There he established a working relationship with Professor H. B. Mann and,

## **November 2, 2007 meeting, Board of Trustees**

together in 1947, they published their world-famous paper introducing the Mann-Whitney U Statistic. It soon became the most widely used nonparametric two-sample test procedure in the field of statistics.

While in the Mathematics Department he served as acting chairperson during a difficult time for the department, and he was instrumental in convincing the University to act to reverse the fortunes of the department. At that time he also led the planning committee for the “new” mathematics building. By 1970 he had gathered together a critical mass of faculty in mathematical statistics, and they had established a full range of statistics courses as well as a graduate degree program. The group then separated from Mathematics to form a division and later a Department of Statistics in 1974. He served as chairperson of the Department of Statistics for its first eight years and continued in the department until retirement. In his tenure in the Mathematics and Statistics Departments he directed many Ph.D. students and well over 100 master’s students.

He always believed that statistics was an applied branch of mathematics designed to help scientists in their research. Thus, in his first years at Ohio State, he established the Statistics Laboratory to provide consultation and assistance to faculty and students throughout the University. He personally assisted hundreds of scientists in many departments and colleges over the years. He published dozens of papers with them and became widely known and respected by faculty colleagues. Moreover, by his example and under his direction, Statistics faculty have similarly served in the Statistics Lab. Perhaps equally important was his belief that statistics should be taught to be used, and over the years the Stat Lab has been the vehicle for providing graduate students in the department with an apprenticeship experience in consulting under faculty guidance. As a result, they have done very well in both the corporate and University job markets. It is notable that he did this while teaching a full load, including developing over a dozen new courses, and serving on numerous committees at all levels of the University.

He served as a consultant to a number of corporations, especially testifying as an expert witness in utility rate cases. He was author or coauthor of three textbooks in mathematics and statistics. In the mid-1950s he and Mathematics Professors Roy Reeves and Leslie Miller founded the Numerical Computation Lab, which was the precursor of the Academic Computing Center. Professor Whitney was a member of several mathematics and statistics societies. He was named a fellow in both the American Statistical Association and the American Association for the Advancement of Science.

He left a broad legacy in the wider University community as well. He served as president of the Faculty Club and initiated both the Tertullian breakfasts and the original Lunch Bunch. These efforts, and many of his other activities, were in keeping with his deeply held belief that the role of university professors extended beyond the boundaries of the department and college, and that the best way for good things to happen was to promote collegiality across the university at the personal level by informal associations. In later years he and several colleagues spearheaded the creation of OSURA, the retirement association for University faculty and staff. He served as its first president and helped lead it to the active organization of 2,800 members that it is today.

He retired in 1982 and received the University Distinguished Service Award in recognition of his many contributions to The Ohio State University. He remained active in the Department of Statistics and other campus organizations for many years after his retirement.

**November 2, 2007 meeting, Board of Trustees**

On behalf of the University community, the Board of Trustees expresses to the family of Professor D. Ransom Whitney 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.

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**UNIVERSITY DEVELOPMENT REPORT**

Resolution No. 2008-45

Synopsis: The University Development Report for September 2007 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 nine (9) new named endowed funds and the revision of three (3) 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 September 2007 be approved.

(See Appendix XVIII for background information, page 563.)

**THE OHIO STATE UNIVERSITY DEVELOPMENT FUND**

Change in Description of Named Endowed Fund

The Rho Pi Phi Scholarship Fund in Pharmacy

**THE OHIO STATE UNIVERSITY FOUNDATION**

	<u>Total Gifts</u>
<u>Establishment of Named Endowed Funds</u>	
Dr. Basil D. Ward Family Scholarship Fund Established with gifts from the estate of Dr. Basil D. Ward and Mary E. Ward; used to provide scholarships for students who intend to practice food animal medicine	\$106,021.75
The Raymond E. Mason Logistics Fund Established with a gift from The Raymond E. Mason Foundation; used to support the activities of the logistics program in the Fisher College of Business	\$100,000.00

**November 2, 2007 meeting, Board of Trustees**

The Erline and Donald Wolfe Athletic Scholarship Fund Established with a gift from Janice E. Wolfe in memory of her parents; used to fund a student-athlete who is pursuing a degree at OSU and is a member of the women's basketball team	\$100,000.00
John M. Bennett Avant Writing Collection Endowment Fund Established with gifts from Dr. John M. Bennett; used to support OSU Library's Avant Writing Collection for the purchase and maintenance of materials	\$52,254.10
The Gene F. Shrum DDS 1947 and Edith (Dee Dee) Shrum Wacksman DHY 1967 Dental Scholarship Fund Established with a gift from Edith Shrum Wacksman in memory of her father; used to provide two scholarships to be split equally between the Dental Hygiene and the pre-doctoral programs in the College of Dentistry	\$50,076.28
The Joseph M. and Marlene Y. Berwanger Men's Lacrosse Scholarship Fund Established with a gift from Joseph M. Berwanger and Marlene Y. Berwanger; used to supplement the grant-in-aid scholarship costs of student-athletes who are pursuing degrees at OSU and are members of the men's lacrosse team	\$50,050.00
The Henry G. Croci and Suzanne D. Croci Resident Education Fund in Ophthalmology Established with gifts from Dr. Henry G. Croci and Suzanne D. Croci; used to support the education and training of medical residents in the Department of Ophthalmology	\$50,000.00
The Physical Therapy Alumni Legacy Scholarship Fund Established with gifts from alumni and friends of the Division of Physical Therapy; used to support scholarships for graduate students enrolled in the Division of Physical Therapy in the School of Allied Medical Professions (grandfathered)	\$27,365.00
The Katherine C. Jones Memorial Scholarship Fund Established with gifts from Laura Jones Dean in memory of her sister; used to provide scholarship support to students in the Moritz College of Law with preference given to students with a physical disability or students who have made a significant contribution to the rights or protection of individuals with physical disabilities (grandfathered)	<u>\$25,000.00</u>
<u>Change in Description of Named Endowed Fund</u>	
The Edwin L. and Mary Jane Overmyer Scholarship Fund	
<u>Change in Name and Description of Named Endowed Fund</u>	
From:	The Raul A. Hernandez, Jr., M.D. Nephrology and Critical Care Medicine Fellowship Fund
To:	Hernandez Nephrology Fellowship Research Fund at The Ohio State University College of Medicine
Total	\$560,767.13

## **November 2, 2007 meeting, Board of Trustees**

### THE OHIO STATE UNIVERSITY DEVELOPMENT FUND

#### Change in Description of Named Endowed Fund

##### The Rho Pi Phi Scholarship Fund in Pharmacy

The Rho Pi Phi Scholarship Fund in Pharmacy was established May 4, 1989, by the Board of Trustees of The Ohio State University with gifts from the Cleveland Chapter of Rho Pi Phi Fraternity. The description was revised November 2, 2007.

The annual distribution from this fund shall be used to provide scholarships, awards, or professional activities for students with particular attention to need-based underrepresented groups in the pharmacy profession. Expenditures shall be approved by the dean of the College of Pharmacy. Scholarships shall be awarded in consultation with the Office of Student Financial Aid.

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

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

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

### THE OHIO STATE UNIVERSITY FOUNDATION

#### Establishment of Named Endowed Funds

##### Dr. Basil D. Ward Family Scholarship Fund

The Dr. Basil D. Ward Family Scholarship Fund was established November 2, 2007, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from the estate of Dr. Basil D. Ward (D.V.M. 1949) and Mary E. Ward (B.S. 1950) of Gallatin, Tennessee.

The annual distribution from this fund shall provide a scholarship for a student who intends to practice food animal medicine. First preference should be given to students from Butler, Preble, or Warren Counties in Ohio. The scholarship recipient shall be selected by the dean of the College of Veterinary Medicine in consultation with the Office of Student Financial Aid.

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

## **November 2, 2007 meeting, Board of Trustees**

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

Amount Establishing Endowment: \$106,021.75

### **The Raymond E. Mason Logistics Fund**

The Raymond E. Mason Logistics Fund was established November 2, 2007, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from The Raymond E. Mason Foundation.

The annual distribution from this fund shall be used by the dean of The Max M. Fisher College of Business to support the activities of the logistics program in consultation with the logistics faculty.

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

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

Amount Establishing Endowment: \$100,000.00

### **The Erline and Donald Wolfe Athletic Scholarship Fund**

The Erline and Donald Wolfe Athletic Scholarship Fund was established November 2, 2007, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Janice E. Wolfe (J.D. 1964) from Groveport, Ohio, in memory of her parents, Erline and Donald Wolfe.

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

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

## **November 2, 2007 meeting, Board of Trustees**

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

Amount Establishing Endowment: \$100,000.00

### **John M. Bennett Avant Writing Collection Endowment Fund**

The John M. Bennett Avant Writing Collection Endowment Fund was established November 2, 2007, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Dr. John M. Bennett.

The mission of the Avant Writing Collection (AWC) is to collect, archive, and make available a largely hidden, but extremely important, body of literature for future generations. The collection focuses on a group of primarily (but not exclusively) North American writers, most of whom are not associated with prevailing literary or institutional establishments due to the unique nature of their writing. The primary focus of these writers is poetry and visual poetry, but their works also include experimental writing, visual arts, photography, sound art, music, performance, conceptual art, mail art, photography, sound art, and artists' books.

The annual distribution from this fund shall support The Ohio State University Library's Avant Writing Collection for the purchase and maintenance of materials with priority given to sub-collections within the AWC. These sub-collections include, but are not limited to, works by, about, and relevant to the following writers and artists: John M. Bennett, Allen Bramhall, Jon Cone, K.S. Ernst, Scott Helmes, Paul Lambert, Jim Leftwich, Scott MacLeod, Sheila E. Murphy, F.A. Nettelbeck, Marilyn R. Rosenberg, and Thomas L. Taylor. Expenditures shall be approved by the director of the University Libraries in consultation with the curator of the Avant Writing Collection.

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

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

Amount Establishing Endowment: \$52,254.10

### **The Gene F. Shrum DDS 1947 and Edith (Dee Dee) Shrum Wacksman DHY 1967 Dental Scholarship Fund**

The Gene F. Shrum DDS 1947 and Edith (Dee Dee) Shrum Wacksman DHY 1967 Dental Scholarship Fund was established November 2, 2007, by the Board

## **November 2, 2007 meeting, Board of Trustees**

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 Edith (Dee Dee) Shrum Wacksman (B.S.Ed. 1968) of Essexville, Michigan, in memory of her father, Dr. Gene F. Shrum.

The annual distribution from this fund shall be used to provide two scholarships to be split equally between the dental hygiene and the pre-doctoral programs in the College of Dentistry. Scholarship recipients will be selected by the dean of the College of Dentistry in consultation with the Office of Student Financial Aid.

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

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

Amount Needed to Establish Endowment: \$50,076.28

### **The Joseph M. and Marlene Y. Berwanger Men's Lacrosse Scholarship Fund**

The Joseph M. and Marlene Y. Berwanger Men's Lacrosse Scholarship Fund was established November 2, 2007, by the Board of Trustees of The Ohio State University in accordance with guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Joseph M. Berwanger (B.A. 1960) and Marlene Y. Berwanger (B.S.Ed. 1961).

The annual distribution from this fund shall be used to supplement the grant-in-aid scholarship costs of two student-athletes who are pursuing degrees at The Ohio State University and are members of the men's lacrosse team. Scholarship recipients must be selected by the director of Athletics in consultation with the Office of Student Financial Aid.

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

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

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

Amount Establishing Endowment: \$50,050.00

## **November 2, 2007 meeting, Board of Trustees**

The Henry G. Croci and Suzanne D. Croci  
Resident Education Fund in Ophthalmology

The Henry G. Croci and Suzanne D. Croci Resident Education Fund in Ophthalmology was established November 2, 2007, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation with gifts from Dr. Henry G. Croci (M.D. 1965) and Suzanne D. Croci (B.S.Nurs. 1962, M.S. 1963), of Savannah, Georgia.

The annual distribution from this fund shall be used to support the education and training of medical residents in the Department of Ophthalmology. Allocation of funds shall be approved by the chairperson of the Department of Ophthalmology, 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 this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist, or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees and Foundation Board as recommended by the chairperson of the Department of Ophthalmology in consultation with the senior vice president for Health Sciences and dean of the College of Medicine. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donor as good conscience and need dictate.

Amount Establishing Endowment: \$50,000.00

### **The Physical Therapy Alumni Legacy Scholarship Fund**

The Physical Therapy Alumni Legacy Scholarship Fund was established November 2, 2007, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from alumni and friends of the Division of Physical Therapy.

The annual distribution of this fund shall be used to support scholarships for graduate students enrolled in the Division of Physical Therapy in the School of Allied Medical Professions. The selection of the recipients of The Physical Therapy Alumni Legacy Scholarship Fund shall be made based on academic merit and/or financial need. Recipients shall be selected at the recommendation of the director of the Division of Physical Therapy in consultation with the University's Office of Student Financial Aid, the dean of the College of Medicine and the College's Student Financial Services.

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

It is the desire of the donors that this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist, or so

## **November 2, 2007 meeting, Board of Trustees**

diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees and Foundation Board as recommended by the director of the School of Allied Medical Professions and the dean of the College of Medicine. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donor as good conscience and need dictate.

Amount Establishing Endowment: \$27,365.00 (grandfathered)

### **The Katherine C. Jones Memorial Scholarship Fund**

The Katherine C. Jones Memorial Scholarship Fund was established November 2, 2007, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Laura Jones Dean in memory of her sister, Katherine C. Jones (B.A. 1984, J.D. 1987).

The annual distribution from this fund shall provide scholarship support to a student in The Michael E. Moritz College of Law with preference given to a student with a physical disability or a student who has made a significant contribution to the rights or protection of individuals with physical disabilities. Scholarship recipients shall be selected by the dean of the Moritz College of Law in consultation with the Office of Student Financial Aid.

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

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

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

### **Change in Description of Named Endowed Fund**

#### **The Edwin L. and Mary Jane Overmyer Scholarship Fund**

The Edwin L. and Mary Jane Overmyer Scholarship Fund was established September 23, 2005, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Edwin L. (B.S.Agr. 1961) and Mary Jane Overmyer, of Columbus, Ohio. The description was revised November 2, 2007.

The annual distribution from this fund shall provide scholarship support to undergraduate students in The Max M. Fisher College of Business who demonstrate outstanding leadership skills. Preference will be given to students whose grade point average does not exceed 3.2 on a 4.0 scale. It is the donors' intent that the student has clearly demonstrated leadership while being a student at The Ohio State University. Scholarship recipients shall be selected by the dean of the Fisher College of Business in consultation with the Office of Student Financial Aid.

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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 this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees and Foundation Board as recommended by the dean of

the Fisher College of Business. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donors as good conscience and need dictate.

### Change in Name and Description of Named Endowed Fund

Hernandez Nephrology Fellowship Research Fund  
at The Ohio State University College of Medicine

The Raul A. Hernandez, Jr., M.D. Nephrology and Critical Care Medicine Fellowship Fund was established July 12, 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 a gift from Raul A. Hernandez (B.S.Bus.Adm. 1983, M.D. 1989, Internal Medicine Residency 1992, and Nephrology Fellowship 1992-94) and Constance McCourry Hernandez (B.S.Nurs. 1989), of Nashport, Ohio. The name and description were revised November 2, 2007.

The annual distribution from this fund shall be used to provide support for fellows' academic and clinical research development in the Division of Nephrology in the Department of Internal Medicine. Distribution shall be made at the recommendation of the director of the Division of Nephrology in consultation with the chairperson of the Department of Internal Medicine, 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 this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees and Foundation Board as recommended by the director of the Division of Nephrology, the chairperson of the Department of Internal Medicine, the senior vice president for health sciences, and the dean of the College of Medicine. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donors as good conscience and need dictate.

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

Resolution No. 2008-46

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

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

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

WHEREAS MHCS recently undertook a review of its *Code of Regulations*, and the Board of Directors of MHCS approved the attached revisions to the Regulations, subject to approval by the University's Board of Trustees, as provided for in the MHCS Regulations; and

WHEREAS the proposed changes in the *Code of Regulations* are intended to expand the membership and expertise of the Board of Directors and clarify the staff structure and Board governance in ways appropriate to the future direction of the corporation:

NOW THEREFORE

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

(See Appendix XIX for background information, page 567.)

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**AUTHORIZATION FOR THE IMPLEMENTATION OF ADMINISTRATIVE  
RULES MODERNIZING THE UNIVERSITY'S CLASSIFIED CIVIL SERVICE**

Resolution No. 2008-47

Synopsis: Authorization for the Office of Human Resources to review and make recommendations to the Board of Trustees regarding the implementation of administrative rules modernizing the laws, rules, and regulations governing the University's Civil Service employees is proposed.

WHEREAS the 126<sup>TH</sup> Ohio General Assembly enacted and Governor Taft signed into law Sub. H.B. 187, revising many of the laws governing Ohio's civil service employees; and

WHEREAS Sub. H.B. 187 grants to the Board of Trustees of each four-year public college and university, including The Ohio State University, the authority to enact their own administrative rules for the purpose of modernizing the laws, rules, and regulations governing certain aspects of the employment of our classified civil service staff; and

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WHEREAS The Ohio State University Board of Trustees hereby delegates to the Office of Human Resources and our Appointing Authority the authority to review, research, develop and make periodic recommendations to the Board, in accordance with Sub. H.B. 187, regarding the enactment of new administrative rules governing certain aspects of the employment of our classified civil service staff:

NOW THEREFORE

BE IT RESOLVED, That the Office of Human Resources and our Appointing Authority, in consultation with the Office of Legal Affairs, shall conduct an ongoing review of those civil service laws, rules, regulations, policies and procedures governing our classified civil service staff and will then on a case by case basis recommend that the Board make appropriate changes and updates to such after consultation with administration, management, and staff.

BE IT FURTHER RESOLVED, The Ohio State University commits to carrying out this charge of modernizing the laws, rules, policies, and procedures governing our classified civil service staff in a controlled and incremental manner. We will continue to consult with bargaining unit representatives, the University Staff Advisory Committee, and staff in general, so they may have a voice in this process.

BE IT FURTHER RESOLVED, The Ohio State University shall continue to follow existing laws, rules, policies, and regulations until such time that the Board elects to implement rule changes pursuant to Section 111.15 of the Ohio Revised Code in accordance with Sub. H.B. 187.

(See Appendix XX for background information, page 581.)

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**APPROVAL TO ENTER INTO FEASIBILITY STUDY CONTRACT, TO  
ENTER INTO DESIGN CONTRACTS, TO ENTER INTO CONSTRUCTION  
CONTRACTS, AND TO INCREASE CONSTRUCTION CONTRACTS**

Resolution No. 2008-48

**APPROVAL TO ENTER INTO FEASIBILITY STUDY CONTRACT  
MANSFIELD RECREATION AND STUDENT LIFE CENTER FEASIBILITY  
STUDY**

**APPROVAL TO ENTER INTO DESIGN CONTRACTS**

ARPS HALL – SUITES 283, 287, AND 288 RENOVATION  
BIOLOGICAL SCIENCES BUILDING 9<sup>TH</sup> FLOOR RENOVATION  
BOILER REPLACEMENT  
CAMPBELL HALL – FIRST FLOOR SUITE RENOVATIONS  
CENTRAL POWER PLANT WATER TREATMENT  
DOMESTIC COLD WATER SYSTEM IMPROVEMENTS  
DRAINAGE IMPROVEMENTS – ACADEMIC CORE NORTH  
EAST REGIONAL CHILLED WATER PLANT  
FAWCETT CENTER FOR TOMORROW - FIRE ALARM SYSTEM UPGRADE  
FIELD HOCKEY AND PRACTICE FIELD ONE  
MURRAY HALL RENOVATION – PHASE 2  
PRIOR HEALTH SCIENCES LIBRARY – ROOM 205 (CCTS) RENOVATION  
RAMSEYER HALL – SECOND FLOOR SUITES RENOVATION  
12TH AVE, 395 W – COMMUNICATIONS SYSTEMS UPGRADES

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**APPROVAL TO ENTER INTO CONSTRUCTION CONTRACTS**

ARENA STEAM LINE RELOCATION

ARPS HALL – SUITES 283, 287, AND 288 RENOVATION

BAKER SYSTEMS ENGINEERING ROOF REPLACEMENT

CAMPBELL HALL – FIRST FLOOR SUITE RENOVATIONS

FAWCETT CENTER FOR TOMORROW – FIRE ALARM SYSTEM UPGRADE

RAMSEYER HALL – SECOND FLOOR SUITES RENOVATION

12TH AVE, 395 W – COMMUNICATIONS SYSTEMS UPGRADES

**APPROVAL TO INCREASE CONSTRUCTION CONTRACTS**

VETERINARY HOSPITAL AIR HANDLING UNIT REPLACEMENT

WOMEN'S SOFTBALL STADIUM

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

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

Mansfield Recreation and Student Life Center \$0.2M Department general funds  
Feasibility Study (N/A)

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

Arps Hall – Suites 283, 287, and 288 Renovation (N/A)	\$0.3M	Department general funds
Biological Sciences Building 9 <sup>th</sup> Floor Renovation (07-08 Basic Renovation request)	\$2.0M	State funds Department general funds
Boiler Replacement (09-10 capital request)	\$11.3M	Bond proceeds
Campbell Hall – First Floor Suite Renovations (N/A)	\$0.2M	Department general funds
Central Power Plant Water Treatment (09-10 capital request)	\$14.3M	Bond proceeds
Domestic Cold Water System Improvements (09-10 capital request)	\$1.7M	Bond proceeds
Drainage Improvements – Academic Core North (09-10 capital request)	\$1.9M	Bond proceeds
East Regional Chilled Water Plant (07-08 capital request)	\$4.0M	Bond proceeds
Fawcett Center for Tomorrow – Fire Alarm System Upgrade (N/A)	\$0.2M	Auxiliary funds
Field Hockey and Practice Field One (09-10 capital request)	\$2.6M	Auxiliary funds
Murray Hall Renovation – Phase 2 (09-10 capital request)	\$1.0M	State funds
Prior Health Sciences Library – Room 205 (CCTS) Renovation (N/A)	\$1.1M	Department general funds
Ramseyer Hall – Second Floor Suites Renovation (N/A)	\$0.2M	Department general funds
12th Ave, 395 W – Communications Systems Upgrades (N/A)	\$0.9M	Auxiliary funds

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

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Arena Steam Line Relocation (N/A)	\$0.5M	Central funds
Arps Hall – Suites 283, 287, and 288 Renovation (N/A)	\$0.3M	Department general funds
Baker Systems Engineering Roof Replacement (05-06 Basic Renovation request)	\$0.5M	State funds
Campbell Hall – First Floor Suite Renovations (N/A)	\$0.2M	Department general funds
Fawcett Center for Tomorrow – Fire Alarm System Upgrade (N/A)	\$0.2M	Auxiliary funds
Ramseyer Hall – Second Floor Suites Renovation (N/A)	\$0.2M	Department general funds
12th Ave, 395 W – Communications Systems Upgrades (N/A)	\$0.9M	Auxiliary funds

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

Veterinary Hospital Air Handling Unit Replacement (05-06 Basic Renovation request)	\$2.4M	State funds Repair & Renovation funds
Women’s Softball Stadium (05-06 capital request)	\$7.2M	Line of Credit Auxiliary funds Development funds

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

**NOW THEREFORE**

BE IT RESOLVED that the President and/or Senior Vice President for Business and Finance be authorized to enter into a feasibility study contract, design and construction contracts, and to increase 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 XXI for background information and maps, page 583.)

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**EASEMENTS**

Resolution No. 2008-49

OHIO POWER COMPANY  
THE OHIO STATE UNIVERSITY, NEWARK REGIONAL CAMPUS  
NEWARK, OHIO

Synopsis: Authorization to grant Ohio Power Company three easements to extend an electric power line and provide electric utility service to The Ohio State University, Newark Regional Campus, is proposed.

WHEREAS Ohio Power Company has requested a 10 foot wide by 743 and 15/100 foot long easement from a transformer on campus to Lefevre Hall for a term of 25 years; and

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WHEREAS Ohio Power Company has requested a 10 foot wide by 721 and 25/100 foot long easement from a transformer adjacent to Adena Hall to a transformer adjacent to the Reese Center for a term of 25 years; and

WHEREAS Ohio Power Company has requested a 10 foot wide by 207 and 100/100 foot long easement from an existing easement line at the library currently under construction for a term of 25 years; and

WHEREAS the appropriate University offices have determined that the granting of 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 these easements to Ohio Power Company upon such terms and conditions as are in the best interest of the University.

(See Appendix XXII for maps, page 607.)

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**ACCEPTANCE OF THE REPORT OF AUDIT FOR 2006-2007**

Resolution No. 2008-50

Synopsis: The report of the audit of the financial statements for The Ohio State University for 2006-2007 conducted by Deloitte & Touche is recommended for acceptance.

WHEREAS with the approval of the Auditor of State, The Ohio State University entered into a five-year agreement with Deloitte & Touche in 2006 for an annual audit of the University for fiscal years 2005-2006 through 2009-10; and

WHEREAS the Deloitte & Touche audit of the University for 2006-2007, meeting the requirements of the Auditor of State, has been received and the accounts, records, files, and reports of the University have been found to be in satisfactory condition, and certain constructive service comments have been discussed with the Audit Committee; and appropriate procedures and responses are being developed as a result of these comments:

NOW THEREFORE

BE IT RESOLVED, That the report of the Deloitte & Touche audit for The Ohio State University for 2006-2007, including the report on the audit of the University's financial statements and the summary of constructive service comments to management, be accepted.

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

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**WAIVERS OF COMPETITIVE BIDDING  
REQUIREMENTS (JULY – SEPTEMBER 2007)**

Resolution No. 2008-51

Synopsis: Acceptance of the quarterly report on waivers of competitive bidding requirements is proposed.

WHEREAS the Purchasing Policy of The Ohio State University adopted by the Board of Trustees on September 7, 1984, and revised on February 7, 1992, July 8, 1994, November 7, 1997, and March 1, 2002 provides that the President and/or the Senior Vice President for Business and Finance, or for the Hospitals of the University and their related facilities, the Vice President for Health Services, may grant a waiver from competitive bidding in the event of an emergency, when a sufficient economic reason exists or when the goods or services can be purchased from only a single source, with a report on such waivers to be made quarterly to this Board; and

WHEREAS the Senior Vice President for Business and Finance has submitted a report on waivers of competitive bidding requirements granted for the period of July – September 2007; and

WHEREAS during the period covered, the Senior Vice President for Business and Finance, at the requests of the departments making the purchases and upon the recommendation of the Purchasing Department, granted 122 waivers of competitive bidding requirements for annual purchases totaling approximately \$24,176,606 as shown on the enclosed exhibit; and

WHEREAS during the period covered, the Vice President for Health Services, at the requests of the Hospitals of the University and their related facilities making purchases, granted 70 waivers of competitive bidding requirements for annual purchases totaling approximately \$30,808,976 as shown on the enclosed exhibit:

NOW THEREFORE

BE IT RESOLVED, That the report on waivers of competitive bidding requirements for the period of July - September 2007, is hereby accepted.

Upon motion of Mr. McFerson, seconded by Mrs. Davidson, the Board of Trustees adopted the foregoing resolution with eleven affirmative votes cast by Trustees Hendricks, McFerson, Davidson, Ong, Borrer, O'Dell, Shumate, Hicks, Fisher, Brass, and Marbley, and three abstentions cast by Trustees Cloyd, Wexner, and Schottenstein.

(See Appendix XXIII for background information, page 611.)

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**EASEMENT**

Resolution No. 2008-52

**TIME WARNER TELECOM OF OHIO, L.L.C.  
WOSU TOWER - 350 W. DODRIDGE ST., COLUMBUS, OHIO**

Synopsis: Authorization to grant Time Warner Telecom of Ohio, L.L.C. an easement at the WOSU Radio Tower site at 350 W. Dodridge St., Columbus, Ohio to install and provide fiber optic service to United Television Partners, LLC, as required by the terms of the tower space rental agreement between the University and United Television Partners, L.L.C. is proposed.

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WHEREAS Time Warner Telecom of Ohio, L.L.C. has requested a 5 foot wide by approximately 344 foot long easement area to run optic fiber cable lines into the tower site, for a term of 25 years, for consideration of \$1,000.00; and

WHEREAS this easement will satisfy the obligation of the University under the tower rental agreement. The appropriate University offices have determined that the granting of this easement 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 this easement to Time Warner Telecom of Ohio, L.L.C., upon such terms and conditions as are in the best interest of the University.

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

(See Appendix XXIV for map, page 619.)

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### **UPDATE ON THE MEDICAL CENTER MASTER FACILITIES PLAN**

Mr. William J. Shkurti:

This is the fourth update in a series of reports on the Medical Center Master Facilities Plan since last June and this particular report is a follow-up to the report on September 21. I want to stress that even though I am the spokesman, this is really a team effort that involves Chip Souba, Dave Schuller, Pete Geier, Chris Culley, and myself as the members of the executive sponsors that are reviewing this plan.

There were five issues that I highlighted last month that we would come back to and I will follow those in order. The first two issues involve the key attributes both generally and financially and they are in your books as Attachment A. The Attachment A is the same as last month, because we are now in alignment -- and I am speaking on behalf of all five of us -- as to the critical attributes of this project. Although that is an important step in going forward it is not a declaration of victory, but simply a consensus on what we feel the important features are. There is still a lot of hard work and tough decisions to be made, but at least we are moving forward in that direction.

The third issue involves the second group of items regarding the project management structure. With guidance we received from the Board previously, we are in agreement on the importance -- because of the size and complexity of this project -- in having a specific management structure. We have given this a lot of thought and discussion, and some of that is summarized in the documents you have. Most of them are still marked "DRAFT," because our own thinking is evolving on this.

The fourth issue to highlight is the philosophy statement, Attachment B-1, which reflects what our thinking is at this time. There are two points that I

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would like to highlight. The first point: we have concluded that as important as the facilities and construction management of this project is – because it is a construction project – that can't be the sole focus of the program manager or of us as University leadership. The inter-relationship between the construction, the finances in the Medical Center, and the patient care all have to be carefully managed. For example, you can have a great construction project, but if the lay down and the construction schedule is such as it interferes with the ability of patients and/or the physicians and staff to easily get in and out of the facilities then we are shooting ourselves in the foot. So we need to be very careful that all of the processes involved -- not just construction, but an alignment of patient-care, etc. -- are aligned. We also need someone specifically assigned to this project to make sure that happens and somebody that understands how hospitals work and need to operate, as well as understand its construction.

The second point was originally highlighted in the Deloitte report. The issue of making it clear who is the decider if there are any disagreements. The document makes clear that in the event of a disagreement the ultimate decider will be the president. I think that is consistent with the discussion earlier about the philosophy of the Board's governance structure. This doesn't mean that there is not room for descent and honest disagreement, because there has to be in a project this big. This does mean that once that is done, the decision is made, and we are ready to go forward to construction that lack of alignment is not an option. That deals with one of the issues that was highlighted in the Deloitte report and we are all committed to that.

Issue five is a work list of various issues that need to be addressed as part of this project, which is Attachment B-2. The reason we have included this list is to give you a sense of the complexity of this project and there are a number of important tough issues listed. Again, it gets back to the point that the program manager has to be able to pull all of that together, make sure all of those decisions are in the right sequence, and reinforce each other rather than conflict with each other for this project to be successful.

Attachment B-3 is a new one and talks about the possibility of an interim program director. You may ask why that surfaced. One of the things we are finding is that when we talk to people that are familiar with what is going on in the health care industry, there is a lot of construction going on throughout the country and in this area as well. The people that are experienced with these kinds of big projects are in high-demand and short supply, so to get the right person may take some months. We are not prejudging that, but we need to be prepared for that potentiality. At the same time, our Medical Center and Health System is in a very competitive market locally and nationally. While we are waiting to find the right program manager we can't afford to just sit in the water like a dead whale, we need to be able to move forward in a very thoughtful and careful way. So we have to leave open the option of an interim program manager, if that becomes necessary. What we have said is if it becomes necessary and we do that, we want to have some overlap between the interim person and the permanent person, so there is no slippage. We are just raising that issue. We will have a better sense of where the market is once we pick a search firm and go through the actual process.

The next combination of items is the next five steps, including time sensitive projects, listed in Attachment C. Step one is to come back to you at the December Board meeting with an agreed upon vision we have of what the

## November 2, 2007 meeting, Board of Trustees

project will look like in broad conceptual terms of its next steps and to be in alignment. Again, that is an important step going forward.

The second step is to give you a progress update on the Executive Program Director and whether or not we are going to need an interim director. We hope to do this at the December Board meeting.

The third step to bring to your attention is the two emerging issues and one involves the ambulatory care plan. As complete as it is, if you go back through the Deloitte report it isn't 100% clear about where they came down on the issue of the ambulatory care plan for the University. I've talked with Deloitte and they agree and are writing us some supplemental information. So you will have the benefit of their thinking, as well as ours, on the next steps regarding ambulatory care, which is an important part of this project.

The second emerging issue is a gap strategy, which refers to inpatient beds. We are at capacity now and are running into shortages in some areas. No matter how well this project goes forward these additional beds won't be available to open up until 2014. The question is what do you do in the interim? The Medical Center staff is looking at options and we will share that with you at the December meeting.

The fourth step is that we may – and I stress the word “may,” because a decision hasn't been made yet – request authority from the President and the Board to move forward in possibly three targeted areas. One would be projects that we would define as low risk, but high benefit. I would call those “enabling projects” and they are listed in Attachment D. I won't go through all of those, but if you want to be informed on something you might not be familiar with you can read about what an oxygen tank farm is. Although it has an odd name, it is important. This is simply asking for authorization to move projects to design, not construction. We can get the design work started now on projects that we know have to be done, so once we make a decision on which way to go, and when and where, we are able to move quickly instead of being put further behind.

The second item might be some additional consulting expertise. We have had quite a bit of consulting expertise up to now and there are some specific areas where we may need some additional authorization. For example, in doing cost estimates on a revised project we will have some thoughts about that.

The third area is the ambulatory care area. If we think we need to move forward – if there are sites available and we don't move forward those sites may go away or be snapped up by competitors -- we think you should know that. Again, we will not bring these forward unless we are convinced that we are comfortable and that these make sense and are good decisions, but we wanted to put that up on the table.

Finally at the December Board meeting, we will set for you the goals in terms of where we go forward for the February Board meeting.

In summary, this project is on schedule with the original Deloitte and Hammes timetables that I shared with you previously. The cooperation of the team and our staff has been excellent and so far we are in alignment, although inevitably there will be some differences that we will need to work out. Consequently, I am cautiously optimistic, as my colleagues are, that we will be able to bring forward to you a revised project that can be successful. There remains a great deal of work and difficult decisions to be

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made. It is also important to stress that the whole University, and the entire central Ohio community, stand to benefit if this project is successful and we are committed to making that happen.

That summarizes my report and if there are any questions, I will be glad to respond.

Dr. Cloyd:

Thank you, Bill. Any questions or comments?

Mr. Wexner:

Bill, I am curious, with the delay in the cost and review of the consultants, how does it feel to you in terms of the value of that time spent in the critiquing and reviewing?

Mr. Shkurti:

Mr. Wexner, what is becoming clear to me is that it was time well spent. Let me speak for myself. It was clear that the project was on too aggressive of a time schedule. We also had alignment issues and both were pointed out in the Deloitte report. We are getting the alignment issues worked out and will have a more reasonable schedule. It is clear to me that a lot of good planning work has been done. The fundamental problems that the project recognized – the need to expand inpatient beds, the need to modernize facilities, and the need to make the facilities more attractive – are very legitimate. We will be able to use a lot of the work that has already been done to make this a successful project.

President E. Gordon Gee:

Bill and I have talked about this a couple of times. Fortunately this process has allowed us to start aligning within the broader context of the University, which is important. We want to make certain that when we do something, that it has a 360-degree review and is aligned with all of our priorities. Provost Alutto, Bill Shkurti, and Chip Souba, are committed to making certain that we have that alignment from the very beginning and this is an important new process.

Mr. Brass:

President Gee, I am glad you said that. I think that is very critical. Bill, at the next Medical Affairs Committee meeting there are a few things for discussion that we can fine tune to keep it moving forward. One would be to clarify the evade issue that you and I chatted about -- appreciation expense, interest expense, and so on as it relates to the forecast. We need to make sure we are fully aligned there.

The second thing is that this morning we talked about the six signature programs. I would like to talk through that a little bit about what is the impact on the big project if we reduce it from six, to five, to four. I'm not sure we want to do that and I'm not sure we shouldn't do it.

The third thing is the one you mentioned and I want to amplify. That is the entire ambulatory care model as it relates to the new building project, and the forecast of revenues and expenses. In health care that is going to be the future and I want to make sure we are on target.

**November 2, 2007 meeting, Board of Trustees**

Those three things are critical as we continue to fine tune this model, as well as making sure that the priorities are set on the 360-degree review. President Gee, I applaud that comment.

President Gee:

I think we are all in agreement there.

Mr. Brass:

I think we are. Thank you, Bill.

Mr. Shkurti:

Thank you.

Dr. Cloyd:

Any other questions or comments?

Ms. Hendricks:

Originally in this expansion The James Care facility was not a part of it. Is it being discussed as a part of it?

Mr. Shkurti:

Ms. Hendricks, it is being discussed. We haven't resolved exactly where The James Care will end up. The executive sponsors have agreed that we need to have a better idea by the time we come forward as to exactly where that fits in time wise and location wise.

President Gee:

Again, that is part of the alignment issue.

Mr. Brass:

One of the six signature programs.

Mr. Hicks:

She is talking about The James Care, which is off-site.

Ms. Hendricks:

The off-site facility; it had been separate from this and it seemed to me it needed to be integrated, so when it came forward we would deal with it as well.

Mr. Shkurti:

Another thing you will see when we come forward is – and we have had the staff working on this and it has been tedious, but important -- a very clear list of what is in and what is out.

**November 2, 2007 meeting, Board of Trustees**

Dr. Cloyd:

Any other questions or comments? Thank you very much, Bill, and thanks to the group working this continued progress. We will look forward to the report in December.

(See Appendix XXV for background information, page 621.)

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Dr. Cloyd:

I would ask that all Board members come forward after the meeting, so I can give you the material relating to the new schedule. Thank you very much.

Thereupon the Board adjourned to meet Friday, December 7, 2007, at The Ohio State University, Longaberger Alumni House, Columbus, Ohio.

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Attest:

G. Gilbert Cloyd  
Chairman

David O. Frantz  
Secretary

**REPORT ON UNIVERSITY DEVELOPMENT (contd)**GIFT RECEIPTS AND NET COMMITMENTS  
AS OF SEPTEMBER 30, 2007

	<u>July 2007 – September 2007</u>	<u>July 2006 – September 2006</u>	<u>% Change</u>
Gift Receipts			
Cash & Securities	\$18,161,835	\$18,617,654	(2)
Gifts-in-Kind	1,105,187	548,004	416
Irrevocable (Present Value)	21,334	214,325	(99)
Bequests Distributed	<u>579,438</u>	<u>3,470,046</u>	(83)
Total Gift Receipts	\$19,867,794	\$22,850,028	(13)
Net New Pledges	\$4,621,425	\$8,204,708	(44)
Net New Revocable Planned Gifts			
Bequest Expectancies (Face Value)	\$2,410,276	\$1,974,000	(76)
Trust Expectancies (Face Value)	<u>25,000</u>	<u>10,025,000</u>	
Total Net Planned Gifts	<u>\$2,435,276</u>	<u>\$11,999,000</u>	(80)
Total	\$26,924,495	\$43,053,736	(37)

## REPORT ON UNIVERSITY DEVELOPMENT (contd)

### TOTAL UNIVERSITY PRIVATE SUPPORT

#### DONOR COUNTS AND GIFT RECEIPTS BY DONOR TYPE AS OF SEPTEMBER 30, 2007

	Donors			Dollars		
	<u>July through Sept</u>			<u>July through Sept</u>		
	<u>2007</u>	<u>2006</u>	<u>% Chng</u>	<u>2007</u>	<u>2006</u>	<u>% Chng</u>
Individuals:						
Alumni (Current Giving)	16,869	14,331	18	\$4,760,332	\$3,635,807	31 <sup>A</sup>
Alumni (Irrevocable Trusts & Annuities)	2	6	(67)	21,334*	186,102	(89) <sup>B</sup>
Alumni (From Bequests)	<u>15</u>	<u>17</u>	(12)	<u>188,012</u>	<u>2,103,978</u>	(91) <sup>C</sup>
Alumni Total	16,886	14,354	18	\$4,969,678	\$5,925,887	(16)
Non-Alumni (Current Giving)	13,065	11,353	15	\$3,159,865	\$3,353,124	(6)
Non-Alumni (Irrevocable Trusts & Annuities)	0	1	(100)	--*	28,223	(100) <sup>D</sup>
Non-Alumni (From Bequests)	<u>10</u>	<u>11</u>	0	<u>391,426</u>	<u>1,366,068</u>	(71) <sup>E</sup>
Non-Alumni Total	13,076	11,365	15	\$3,551,291	\$4,747,415	(25)
Individual Total	29,962	25,719	16	\$8,520,969	\$10,673,302	(20)
Corporations/Corp Foundations:	1,217	916	33	\$6,999,630	\$6,791,643	3
Private Foundations:	161	151	7	\$3,121,328	\$4,595,697	(32) <sup>F</sup>
Associations & Other Organizations:	<u>355</u>	<u>385</u>	(8)	<u>\$1,225,864</u>	<u>\$789,386</u>	55 <sup>G</sup>
Grand Total	31,695	27,171	17	\$19,867,794	\$22,850,028	(13)

\* Per national reporting standards irrevocable trusts are counted at present value.

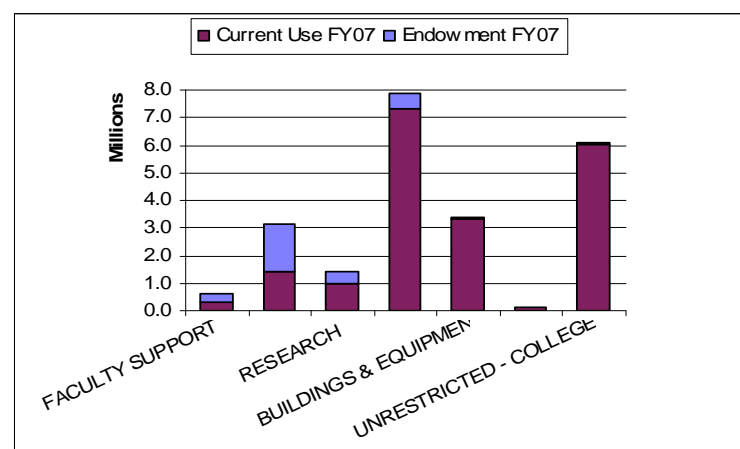
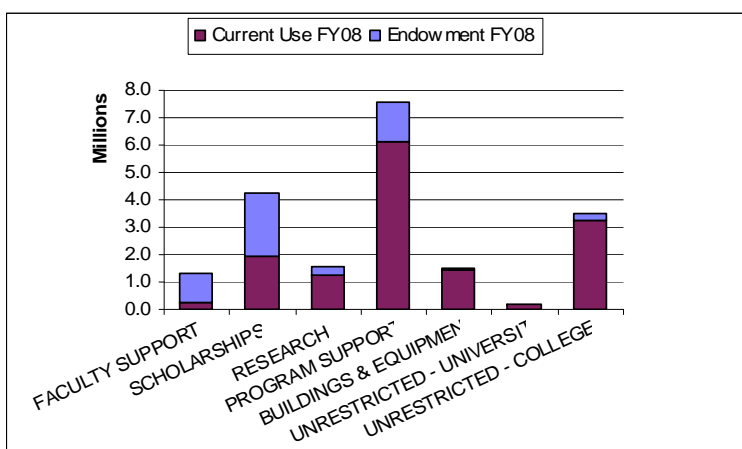
- A Individual Alumni Current gifts are up 31% due to surrendered life insurance policy from Ralph Woodley to Engineering
- B Individual Alumni Irrevocable gifts are down 89% due to overall activity in 2006 as compared to 2007
- C Individual Alumni bequest receipts are down 91% due to \$1.7M unrestricted estate gift from Peter Chichilo in September 2006
- D Individual Non-Alumni Irrevocable gifts are down 100% due to no activity in FY08 to date
- E Individual Non-Alumni bequest receipts are down 71% due to \$800K gift from Mary Vandeventer in September 2006 to Medicine
- F Private Foundations gifts are down 32% due to \$1.9M gift from the Kravinsky Foundation in August 2006 to School of Public Health
- G Associations & Other Orgs gifts are up 55% due to overall gift activity in 2007 compared to 2006

## REPORT ON UNIVERSITY DEVELOPMENT (contd)

### TOTAL UNIVERSITY PRIVATE SUPPORT (contd)

#### GIFT RECEIPTS BY PURPOSE AS OF SEPTEMBER 30, 2007

	<u>July 2007 – September 2007</u>			<u>July 2006 – September 2006</u>			<u>% Change</u>
	<u>Current Use</u>	<u>Endowment</u>	<u>Total</u>	<u>Current Use</u>	<u>Endowment</u>	<u>Total</u>	
FACULTY SUPPORT	\$280,159	\$1,053,357	\$1,333,517	\$324,521	\$321,506	\$646,026	106
SCHOLARSHIPS	1,949,079	2,285,654	4,234,733	1,423,150	1,708,492	3,131,642	35
RESEARCH	1,225,336	311,992	1,537,328	1,011,678	380,777	1,392,455	10
PROGRAM SUPPORT	6,146,583	1,420,176	7,566,758	7,346,683	502,208	7,848,890	(4)
BUILDINGS & EQUIPMENT	1,461,943	27,963	1,489,907	3,339,889	61,186	3,401,075	(56)
UNRESTRICTED – UNIVERSITY	185,982	---	185,982	119,141	---	119,141	56
UNRESTRICTED – COLLEGES	<u>3,246,806</u>	<u>251,429</u>	<u>3,498,235*</u>	<u>6,011,797</u>	<u>73,350</u>	<u>6,085,148</u>	(43)
	\$14,495,888	\$5,350,572	\$19,846,460	\$19,576,859	\$3,047,518	\$22,624,377	(12)



\*Purpose Report Total does not include Irrevocable Deferred gifts, so the total will be lower than the total on the Donor Type Report



**MANAGED HEALTH CARE SYSTEMS, INC.**  
**REVISIONS TO CODE OF REGULATIONS**

ITEM: Approval is requested for changes in the Code of Regulations for Managed Health Care Systems, Inc.

BACKGROUND: It has been several years since changes have been made to the *Code of Regulations*. A team composed of David Frantz, Robert Haverkamp, Larry Lewellen, and Phil Moots was designated by University leadership and the MHCS Board to carefully review the Code and recommend changes consistent with the future direction of the corporation (including *Your Plan for Health* project for OSU, and expanding to markets outside OSU).

PROCESS: The MHCS Board has reviewed and approved the recommended revisions. The final step is for the University Board of Trustees to approve.

**SUMMARY OF RECOMMENDED REVISIONS:**

- Change the Board officer positions from President and Vice President to Chair and Vice Chair
- Define the role of the Executive Director as the CEO, and clarify responsibilities of the Board
- Clarify that the primary mission of the corporation is in service of OSU's health plans
- Eliminate the Board officer position of Treasurer, and implement a Chief Financial Officer position and a Finance Committee of the Board
- Expand the Board from 9 to 11 directors, by the addition of two more non-OSU directors (to a total of 3 non-OSU directors)

If the Code revisions are approved, the structure of the MHCS Board would be as shown on the attached sheet.

These governance changes are important to incorporate at this time to facilitate the mission of MHCS. There likely will be additional future changes recommended to enhance MHCS operations and governance as the planning process continues.

**STRUCTURE OF MANAGED HEALTH CARE SYSTEMS**  
(If Code revisions are approved)

**Board of Directors**

Diane Beall	Staff Appointee
Richard Dietrich	Faculty Appointee
Jack Fisher	OSU Trustee
David Frantz	
Pete Geier	<b>Vice Chair</b>
Larry Lewellen	
Phil Moots	Non-OSU Member, <b>Chair</b>
Doug Rund	
Wiley "Chip" Souba	
TBD	Non-OSU Member <b>[addition per Code</b>
<b>revisions]</b>	
TBD	Non-OSU Member <b>[addition per Code</b>
<b>revisions]</b>	
[Nancy Miller	Board Secretary]
[Ex-Officio	Chair, Medical Advisory Board—Hagop
Mekhjian]	

**Managed Health Care Systems Leadership**

Scott Streator	Executive Director, <b>Chief Executive</b>
<b>Officer</b>	
Judy Kadja	Associate Executive Director
Dick Schrock	Chief Financial Officer, Interim
Glen Aukerman	Medical Director, Interim

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

**This document contains amendments to the Code of Regulations as requested by the Office of Human Resources and the Board of Managed Health Care Systems, Inc. The amendments were formally approved by vote of the MHCS Board at the August 2007 meeting.**

**These amendments are respectfully submitted for approval by the Board of Trustees.**

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

**ARTICLE I  
NAME AND PURPOSE OF THE CORPORATION**

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

Section 1.02 Purpose: Tax-exempt Status. The Corporation, is organized exclusively to promote and carry out educational, charitable, and scientific purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986, as amended (or any corresponding provisions of any future United States Internal Revenue Code) (the "Code"), by conducting and supporting activities that are for the benefit, perform the functions, or carry out the purpose, of The Ohio State University (hereinafter, the "University"), principally its health plans, **WITH THE SUPPORT OF** its health care facilities, and its College of Medicine; **AND MAY ALSO** ~~in support of~~ the educational and health care responsibilities reposed in the University by law, **AND THE STRATEGIC GOALS OF THE UNIVERSITY'S MEDICAL CENTER.**

~~including, but~~ **THE FOREGOING INCLUDES, BUT IS** not limited to the following:

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

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

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

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

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

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

**ARTICLE II  
OFFICES: CORPORATE SEAL AND LOGO**

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

~~Section 2.02 Corporate Seal. The Corporate seal shall not be a requisite to the validity of any instrument executed by or on behalf of the Corporation. However, if in any instance any Corporate seal is used, it shall be, at the pleasure of the authorized Corporate official affixing it, either a circle having on the~~

~~circumference thereof the words "THE OHIO STATE UNIVERSITY MANAGED HEALTH CARE SYSTEMS, INC." or a circle containing the words "Corporate Seal" on the circumference thereof.~~

Section 2.032 Corporate Logo. The Board of Directors may authorize a distinctive and unique identifying logo to be used as prescribed by the Board in the conduct of corporate business.

### ARTICLE III DIRECTORS

Section 3.01 Powers. Except as otherwise provided in the Articles of Incorporation, these Regulations, or applicable laws, the Board of Directors shall exercise all of the authority of the Corporation. The Directors serving hereunder shall have the power, authority, and responsibilities of, and perform the functions provided for, ~~trustees~~ DIRECTORS under the Ohio Non-profit Corporation Law. The Board of Directors shall ~~establish corporate policies for the direction and guidance of the Officers and the management of the Corporation and formulate the basic rules and regulations governing the operation and management of the Corporation~~ GUIDE AND APPROVE THE STRATEGIC DIRECTION AND BUSINESS VENTURES OF THE CORPORATION. ~~The Board shall have responsibility and authority for establishing~~ APPROVING INCLUDING the operating policy ~~IES, THE BUSINESS PLAN~~ and the annual budget ~~and operating plan~~ for the Corporation. All major contracts, as determined by the Board, shall be subject to prior approval by the Board.

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

- A. A member of the University's Board of Trustees, who shall be a Term Director and elected by the University's Board of Trustees for a one-year term or until his or her successor is elected;
- B. The Secretary of the University's Board of Trustees, or the equivalent successor officer, who shall serve as an Administration Director for so long as he or she occupies that position;

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

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

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

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

G. ~~One~~ THREE individualS, ~~from the business community,~~ independent of the University, who shall be a Term DirectorS and appointed by the President of the University for a three-year term or until ~~his or her~~ SUCH TIME AS A successor is appointed.

H. One individual who is a university regular faculty member nominated and recommended by Faculty Council, who shall not be employed by nor serve this corporation, shall not be employed by nor serve the University Health Systems, ~~and who shall not be or become a member of the University Senate Faculty Compensation and Benefits Committee (FCBC).~~ The regular faculty member shall be appointed by the President of the University for a one year term or until his or her successor is appointed, and be eligible for up to two subsequent one year renewals at the pleasure of the President, but in no circumstance longer than three consecutive years. Recommendations shall be made

to the President of the University on or before April 1 of each calendar year. The regular faculty member position to be appointed pursuant to this paragraph shall remain vacant until such time as the appointment is received from the President of the University.

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

J. Each Director described in this Section shall have the same voting power and privileges as the other Directors. All references in this Code of Regulations to the Board of Directors, or members of the Board of Directors shall mean only the Directors described in this Section. The election or appointment of each Term Director shall be made by the appropriate electing or appointing authority before the Annual Meeting of the Board of Directors. The term of each Term Director shall begin and end at the close of the appropriate Annual Meeting, except that each Term Director shall continue in office until his or her successor is appointed or elected. A Director may serve for unlimited consecutive terms.

Section 3.03 Resignation or Removal. Any Director may resign at any time, by giving notice in writing to the Board of Directors and the authority that appointed or elected the Director. Any Director may be removed from office by either authorized action of the authority that elected or appointed the Director or by a two-thirds vote of all the Directors then in office and eligible to vote.

Section 3.04 Vacancy. In the event of a vacancy in a Term Director position resulting from death, resignation, or removal, the Board of Directors shall immediately give notice of the vacancy to the appropriate electing or appointing authority, and that authority shall fill the vacancy within 60 days of receipt of such notice. In the event that the vacancy is not so filled within that time, the Board of Directors may, at their option, fill the vacancy by majority vote. In the event of a vacancy in an Administration Director, the vacancy shall remain until the replacement (whether acting or permanent) takes office at the University.

Section 3.05 Annual and other Meetings. The Board of Directors shall hold at least two meetings each year, one of which shall be the Annual Meeting, which shall be held in June or July of each year. Other meetings of the Board may be called by the President or by two Directors upon delivery of a written request to the Secretary for such a meeting at least five business days prior to the minimum notice period provided in Section 3.07 of these Regulations. All meetings of the Board shall be at a place (within or without the State Of Ohio), date, and time as shall be determined by the Board or by the President as authorized by the Board. Directors may participate at, and Voting Directors be counted in determining a quorum for such meeting through any communications equipment if all persons participating can hear each other.

Section 3.06 Written Notice of Meetings. Written notice stating the place, date, and time of any meeting of the Board of Directors shall be given by the Secretary of the Board to each Director not less than seven days before the date of such meeting. Such notice may be delivered by first-class mail, postage prepaid, telegram, tele-facsimile, **ELECTRONIC MAIL**, or any other reasonable means. The notice shall be deemed to be given if mailed or otherwise sent or delivered to the Director at his or her address as it appears on the records of the Corporation or the Corporation receives evidence of receipt. The notice need not specify the purposes of the meeting, except with respect to proposed action to remove a Director or Officer and except that, if an amendment to the Articles of

Incorporation or these Regulations is proposed, a copy of the proposed amendment must accompany the notice.

Section 3.07 Waiver of Notice. The giving of notice shall be deemed to be waived by any Director who shall attend and participate in any meeting other than to object to the transaction of any business because the meeting is not lawfully called or convened. Any Director either before, at, or after such meeting may waive the giving of notice, in writing. All such waiver shall be filed with the corporate records.

Section 3.08 Quorum: Voting. A majority of the Voting Directors then in office shall constitute a quorum for the transaction business at any meeting of the Directors. The vote of a majority of the directors present and eligible to vote and voting at any meeting at which there is a quorum shall be the act of the Board of Directors, except as may be otherwise specifically provided by statute, the Articles of Incorporation, or these Regulations. In the event of a tie vote, the measure or action shall fail.

A majority of the Voting Directors present at a meeting, whether or not a quorum is present, may adjourn any Board meeting to another time and place. If a quorum is present at the meeting to be adjourned, notice of the time and place of resuming an adjourned meeting need not be given to absent Directors if the time and place is fixed at the meeting to be adjourned; provided, however, that if the meeting is adjourned for more than 24 hours, notice of any adjournment shall be given prior to the time of resuming the adjourned meeting to the Directors who were not present at the time of the adjournment. If a quorum is not present at the meeting to be adjourned, notice of any adjournment shall be given in accordance with Section 3.07 of these Regulations.

Section 3.09 Committees. The Board of Directors may, by resolution, designate one or more committees from among the Directors and other persons, which, to the extent provided in the resolution, shall have and may exercise the powers of the Board of Directors and the management of the business and affairs of the Corporation. However, no such committee shall exercise the authority of the Board of Directors with regard to: a) the election or removal of Directors or Officers; b) the establishment of, or appointment of members to, any committee; c) **ADOPTION OR AMENDMENT OF THE BUDGET OF THE CORPORATION**, or d) amendment of these Regulations **OR THE ARTICLES**. The Officers of the Corporation shall be ex-officio voting members of each committee. Each committee shall serve at the pleasure of the Board and shall keep regular minutes of its meetings and report its activities to the Board as the Board shall determine.

Section 3.10 Unanimous Consent. Any act of the Board of Directors or of any committee the Board may be taken without a meeting if a consent in writing setting forth the act is signed by all Directors or all members of the committee, as applicable, eligible to vote. The consent shall have the same force and effect as a unanimous vote of the Board of Directors or the committee, as applicable.

Section 3.11 Rights of Inspection. Each Director and Officer shall have the absolute right at any reasonable time to inspect and copy all Corporate books, records, and documents of every kind and to inspect the physical properties of the Corporation, except as otherwise prohibited by law.

Section 3.12 Honorary Designations. The Board of Directors may establish such additional class or classes of persons entitled to attend meetings of the Board of Directors or other activities of the Corporation as determined by the Board. The Board shall prescribe the manner of selection and privileges for such class or classes, provided that such persons, whether or not called "Directors," shall not be entitled to vote, shall not be counted for quorum purposes or for purposes of determining the number of Directors, and the failure of such persons to receive notice of a meeting of the Board shall not affect the validity of such a meeting.

Section 3.13 Reimbursement of Expenses. Directors and Officers who are Directors shall receive no compensation from the Corporation for their services to the Corporation in these capacities. However, Directors, Officers, employees, and agents of the Corporation may receive reimbursement for necessary and reasonable out-of-pocket expenses, as determined by the Board of Directors.

**ARTICLE IV**  
**MEDICAL ADVISORY BOARD**

Section 4.01 Purpose. There shall be a Medical Advisory Board to regularly advise the Executive Director, other staff, and the Board of Directors. As requested or on its own initiative, the Medical Advisory Board shall review and provide advice with respect to management of health care services, protocol arrangements, arrangements that regulate the conduct of physicians and other health care providers, medical practices, cost of health care, credentialing, quality assurance requirements and programs, and other issues related to health care services.

Section 4.02 Voting Members. The Medical Advisory Board shall be comprised of the following voting members:

- A. Three physicians appointed by the Board of Directors, for a term of three years and who shall be eligible for reappointment. Each member shall join and maintain membership in OSUP, unless this provision shall be waived by separate resolution of this Board of Directors. Failure to join or maintain membership in OSUP shall result in automatic loss of membership on the Medical Advisory Board.
- B. Such other members as the Board of Directors shall determine, who shall be appointed for staggered three-year terms and who shall be eligible for reappointment.

Section 4.03 Nonvoting Members. The following individuals shall be ex-officio nonvoting members of the Medical Advisory Board for so long as each occupies that position:

- A. The Director who is the University's Senior Vice President for Health Sciences, or his or her designee;
- B. The Director who is the Vice President for Health Services, or his or her designee;
- C. The Director who is the University's **ASSOCIATE** Vice President for Human Resources ~~and Relations~~, or his or her designee;
- D. The Director named in Section 3.02 (F) of these Regulations, who shall be the official liaison of the Board of Directors to the Medical Advisory Board, and who shall be a nonvoting member of the Medical Advisory Board unless otherwise entitled to vote because he or she also holds a position identified in Section 4.02 of these Regulations; and
- E. Physicians who serve full or part time as Medical Directors for the Corporation.

Section 4.04 Chair. The Chair of the Medical Advisory Board shall be elected annually by and from the voting members of the Medical Advisory Board, except that the Director named in Section 3.02 (F) of these Regulations shall not be eligible to serve as Chair. Any eligible member of the Medical Advisory Board may serve unlimited terms as Chair. The Chair of the Medical Advisory Board shall be an ex-officio non-voting member of the Board of Directors.

Section 4.05 Meetings: Procedures. The Medical Advisory Board shall meet at least quarterly, unless otherwise determined by the Medical Advisory Board or the Board of Directors. The Medical Advisory Board shall operate under such procedures as shall be determined from time to time by the Board of Directors. Notwithstanding Sections 4.02 and 4.03 above, no person shall have more than one vote on the Medical Advisory Board.

**ARTICLE V**  
**OFFICERS**

Section 5.01 Officers. The Officers of the Corporation shall be a ~~President, a Vice President,~~ **CHAIR, VICE CHAIR**, a Secretary, ~~a Treasurer,~~ and such other Officers as the Board of Directors shall determine from time to time. The same person except for the offices of ~~President~~ **CHAIR** and Secretary may hold any two or more offices. The ~~President and Vice President~~ **CHAIR AND VICE CHAIR** must be Directors in order to hold office.

Section 5.02 Election. Term of Office. Vacancies. The Board of Directors at the Annual Meeting shall elect officers of the Corporation, other than the ~~President~~ **CHAIR**, or, if action is not then taken or if there is a vacancy, at any other

meeting of the Board for which notice is given as provided in Section 3.07 of these Regulations. Each Officer shall be elected to hold office for one year until his or her successor is elected and qualified. Officers may serve unlimited consecutive terms. Upon the death, resignation, or removal of any Officer other than the **President CHAIR**, the Board may elect a successor to serve the unexpired term.

Section 5.03 Removal. Any Officer elected by the Board of Directors may be removed at any time by a two thirds vote of the Directors then in office and eligible to vote at a duly called and held meeting.

Section 5.04 President CHAIR. The **President CHAIR**, who shall be designated by the President of the University, shall be the chief executive officer of the corporation and shall preside at all meetings of the Board. He or she shall sign, execute, and acknowledge, in the name of the Corporation, deeds, mortgages, bonds, contracts, and other instruments authorized by the Board, except in cases where the signing and execution thereof shall be delegated by the Board to some other Officer or agent of the Corporation, and, in general, he or she shall perform all duties incident to the office of **President CHAIR**, and such other duties as from time to time may be assigned by the Board. Under the general direction of the Board, the President shall have general supervision, direction, and control of the business and Officers of the Corporation and see that all policies of the Board are carried out. The Board may prescribe procedures whereby, between meetings, but only when time is of the essence, the **President CHAIR** may act for the Board. In the case of a vacancy in the office of **President CHAIR**, the President of the University shall designate a successor to serve for the unexpired term.

Section 5.05 Vice-President VICE CHAIR. The **Vice-President VICE CHAIR** shall have such duties and functions as may be assigned from time to time by the Board or the **President CHAIR** and shall perform the duties and functions of the **President CHAIR** during the absence or disability of the **President CHAIR**.

Section 5.06 Secretary. The Secretary shall record the votes of the Directors and keep the minutes of the proceedings of the Board of Directors; shall see that notices of meetings of the Board are given as required; shall be the custodian of all records and documents of the Corporation, except as the Board may otherwise direct; shall, if the Corporation has a seal, be the custodian of the seal of the Corporation and shall see that it is affixed, as required, to documents executed on behalf of the Corporation under its seal; shall perform all duties incidental to the office of Secretary; and shall have such other duties and functions as may be assigned from time to time by the Board or the **President CHAIR**.

~~Section 5.07 Treasurer. The Treasurer shall have responsibility for the care and custody of the funds of the Corporation, the keeping of an accurate account of all of the financial transactions of the Corporation, and the deposit of all funds of the Corporation, except such as may be required for current use, in such banks or other places of deposit as the Board of Directors may from time to time designate. THE TREASURER SHALL PROVIDE OVERSIGHT OVER THE FINANCIAL POLICIES, PROCEDURES AND PRACTICES OF THE CORPORATION, INCLUDING ANY NECESSARY ACTIONS TO ENSURE ADHERENCE TO APPLICABLE POLICIES, REGULATIONS, LAWS, AUDIT REQUIREMENTS, AND GENERALLY ACCEPTED ACCOUNTING PRINCIPLES. The Treasurer shall perform all duties incidental to the office of the Treasurer and shall have such other duties and functions as may be assigned from time to time by the Board or the President. Except as otherwise provided by the Board, at the end of each fiscal year, the Treasurer shall have an independent audit made of the accounts of the Corporation and shall make such audit available to the Board within 180 days after the end of the fiscal year. The Treasurer shall make regular reports to the Board setting forth the financial condition of the Corporation. REGULAR REPORTS SHALL BE PROVIDED TO THE BOARD, SETTING FORTH THE FINANCIAL CONDITION OF THE CORPORATION, AND SUCH REPORTS SHALL BE APPROVED BY THE TREASURER.~~

Section 5.08 Acting Officers. In the absence or disability of the **Vice-President VICE CHAIR** OR the Secretary, or the **Treasurer**, the **President CHAIR** may appoint an Acting **Vice-President VICE CHAIR** who must be a Director OR an Acting Secretary, or an Acting **Treasurer**, each of whom shall, for the period of

his or her appointment, have the powers, duties, and responsibilities of that office.

Section 5.098 Bonds. As required by the Board, any Officer, employee, or agent of the Corporation shall execute to the Corporation a bond in such amount and with such surety as the Board may direct, conditioned upon the faithful performance of his or her duties to the Corporation and including responsibility for negligence, bad faith, and misconduct, and for the accounting for all property, funds, or securities of the Corporation which may come into his or her hands. The cost of such bonds shall be borne by the Corporation.

## ARTICLE VI

### FINANCE COMMITTEE

SECTION 6.01 FINANCE COMMITTEE. THERE SHALL BE A FINANCE COMMITTEE TO FUNCTION IN SERVICE OF THE BOARD OF DIRECTORS. THE FINANCE COMMITTEE SHALL PROVIDE OVERSIGHT FOR THE FINANCIAL POLICIES, PROCEDURES AND PRACTICES OF THE CORPORATION, INCLUDING ANY NECESSARY ACTIONS TO ENSURE ADHERENCE TO APPLICABLE POLICIES, REGULATIONS, LAWS, AUDIT REQUIREMENTS, AND GENERALLY ACCEPTED ACCOUNTING PRINCIPLES. EXCEPT AS OTHERWISE PROVIDED BY THE BOARD, AT THE END OF EACH FISCAL YEAR, THE FINANCE COMMITTEE SHALL ORDER AN INDEPENDENT AUDIT MADE OF THE ACCOUNTS OF THE CORPORATION AND SHALL MAKE SUCH AUDIT AVAILABLE TO THE BOARD WITHIN 180 DAYS AFTER THE END OF THE FISCAL YEAR. THE FINANCE COMMITTEE SHALL APPROVE REGULAR REPORTS TO THE BOARD SETTING FORTH THE FINANCIAL CONDITION OF THE CORPORATION.

## ARTICLE VII

### STAFF

Section 67.01 Executive Director AND CHIEF EXECUTIVE OFFICER. The Executive Director of the Corporation, who shall be the chief operating ~~EXECUTIVE~~ officer of the Corporation, shall be appointed by the Board of Directors and shall serve at the pleasure of the Board. Under the general direction and supervision of the ~~President and the~~ Board of Directors, the Executive Director shall have authority and responsibility to ~~DEVELOP, RECOMMEND AND~~ implement the ~~VISION, STRATEGIC~~ priorities, objectives, and directives set ~~AS APPROVED~~ by the Board. ~~The Executive Director shall administer the day-to-day operations of the Corporation and shall be responsible for preparation and implementation of the annual operating plan and budget. The Executive Director shall be an ex-officio non-voting member of the Board of Directors.~~ The Executive Director is charged with all things necessarily attendant to the duties specified above, including the discharge of any Corporation liabilities, incurrence of short-term temporary debt as authorized by the Board, the retention and release of necessary staff, consultants, or advisors and the expenditure of Corporation funds in the ordinary course of business. However, except in accordance with procedures established by the Board of Directors, no expenditure in excess of \$5,000.00 shall be authorized by the Executive Director without the prior approval of the Board of Directors.

SECTION 7.02 CHIEF FINANCIAL OFFICER. THE CHIEF FINANCIAL OFFICER SHALL HAVE RESPONSIBILITY FOR THE CARE AND CUSTODY OF THE FUNDS OF THE CORPORATION, THE SAFEGUARDING OF ASSETS OF THE CORPORATION, THE KEEPING OF AN ACCURATE ACCOUNT OF ALL OF THE FINANCIAL TRANSACTIONS OF THE CORPORATION, AND THE DEPOSIT OF ALL FUNDS OF THE CORPORATION, EXCEPT SUCH AS MAY BE REQUIRED FOR CURRENT USE. THE CHIEF FINANCIAL OFFICER SHALL PERFORM ALL DUTIES INCIDENTAL TO THE OFFICE AND SHALL HAVE SUCH OTHER DUTIES AND FUNCTIONS AS MAY BE ASSIGNED FROM TIME TO TIME BY THE CHIEF EXECUTIVE OFFICER. REGULAR REPORTS SHALL BE PROVIDED TO THE BOARD, SETTING FORTH THE

**FINANCIAL CONDITION OF THE CORPORATION, AND SUCH REPORTS SHALL BE APPROVED BY THE FINANCE COMMITTEE.**

Section 67.023 Other Staff. The Executive Director may retain, employ, contract for, and discharge such other employees, consultants, advisors, and agents as he or she deems necessary, subject to the prior approval of the Board as the Board may determine.

Section 67.034 Payment for Staff Services. For administrative purposes, Corporation staff, including the Executive Director, may but need not be employees of the University. For any Corporation staff that are University employees, the Corporation shall pay the University the appropriate salary, benefits, and other costs of such employees, as determined by the Board of Directors and the University.

**ARTICLE VIII**  
**INDEMNIFICATION AND INSURANCE**

Section 78.01 Mandatory Indemnification. The Corporation shall indemnify any person who was or is a party or is threatened to be made a party to any threatened, pending, or completed action, suit, or proceeding, whether civil, criminal, administrative, or investigative (including, without limitation, any action, threatened or instituted by or in the right OF the Corporation), by reason of the fact that he or she is or was a Director, Officer, employee, or agent of the Corporation, or is or was serving at the request of the Corporation as a director or trustee, officer, employee, or agent of another corporation (domestic or foreign, nonprofit or for profit), partnership, joint venture, trust or other enterprise, against expenses (including, without limitation, attorneys' fees, filing fees, court reporters' fees, and transcript costs), judgments, fines, and amounts paid in settlement actually and reasonably incurred by his or her connection with such action, suit, or proceeding if he or she acted in good faith and in a manner he or she reasonably believed to be in, or not opposed to, the best interests of the Corporation, and, with respect to any criminal action or proceeding, he or she had no reasonable cause to believe his or her conduct was unlawful. A person claiming indemnification under this Section shall be presumed, in respect of any act or omission giving rise to such claim for indemnification, to have acted in good faith and

in a manner he or she reasonably believed to be in, or not opposed to, the best interests of the Corporation, and, with respect to any criminal action or proceeding, to have had no reasonable cause to believe his or her conduct was unlawful, and the termination of any action, suit, or proceeding by judgment, order, settlement, or conviction, or upon a plea of nolo contendere or its equivalent, shall not, of itself, rebut such presumption.

Section 78.02 Court Approved Indemnification. Notwithstanding anything contained in these Regulations or elsewhere to the contrary:

- A. The Corporation shall not indemnify any Director, Officer, employee, or agent of the Corporation who was a party to any completed action or suit instituted by or in the right of the Corporation to procure a judgment in its favor by reason of the fact that he or she is or was a Director, Officer, employee, or agent of the Corporation, or is or was serving at the request of the Corporation as a director or trustee, officer, employee, or agent of another corporation (domestic or foreign, nonprofit or for profit), partnership, joint venture, trust, or other enterprise, in respect of any claim, issue, or matter asserted in such action or suit as to which he or she shall have been adjudged to be liable for negligence or misconduct (other than negligence) in the performance of his or her duty to the Corporation unless and only to the extent that the Court of Common Pleas of Franklin County, Ohio, or the court in which such action or suit was brought shall determine upon application that, despite such adjudication of liability, and in view of all the circumstances of the case, he or she is fairly and reasonably entitled to such indemnity as the Court of Common Pleas or such other court shall deem proper .
- B. The Corporation shall not indemnify any Director, Officer, employee, or agent of the Corporation with respect to any claim or

action in which a court **FINDS** against him or her pursuant to Section 1702.55 of the Ohio Revised Code determines liability.

- C. The Corporation shall promptly make any such unpaid indemnification as is determined by a court to be proper as contemplated by this Section.

Section 78.03 Indemnification for Expenses. Notwithstanding anything contained in these Regulations or elsewhere to the contrary, to the extent that a Director, Officer, employee, or agent of the Corporation has been successful on the merits or otherwise in defense of any action, suit, or proceeding referred to in Section 7.01, including any action, suit, or proceeding brought pursuant to Section 1702.55 of the Ohio Revised Code, or in defense of any claim, issue, or matter therein, he or she shall be promptly indemnified by the Corporation against expenses (including, without limitation, attorneys' fees, filing fees, court reporters' fees, and transcript costs) actually and reasonably incurred by him or her in connection therewith.

Section 78.04 Determination Required. Any indemnification under Section 7.01 and not precluded under Section 7.02 shall be made by the Corporation only upon a determination that indemnification of the Director, Officer, employee, or agent is proper in the circumstances because he or she has met the applicable standard of conduct set forth in Section 7.01. Such determination may be made only as follows:

- A. By a majority vote of a quorum consisting of Voting Directors of the Corporation who were not and are not parties to, or threatened with, any such action, suit, or proceeding; or
- B. If such quorum is not obtainable, or if a majority of a quorum of disinterested Directors so directs, in a written opinion by independent legal counsel, provided that "independent legal counsel" may not be an attorney, or a firm having associated with it an attorney, who has been retained by or who has performed services for the Corporation, or any person to be indemnified, within the past five years; or
- C. By the Court of Common Pleas of Franklin County, Ohio, or (if the Corporation is a party thereto) the court in which such action, suit, or proceeding was brought, if any.

Any determination made by the disinterested Directors under Division A of this Section or by independent legal counsel under Division B of this Section to make indemnification in respect of any claim, issue, or matter asserted in an action or suit threatened or brought by or in the right of the Corporation shall be promptly communicated to the person who threatened or brought such action or suit, and within ten days after receipt of such notification such person shall have the right to petition the Court of Common Pleas of Franklin County, Ohio, or the court in which such action or suit was brought, if any, to review the reasonableness of such determination.

Section 78.05 Advance for Expenses. Expenses (including, without limitation, attorneys' fees, filing fees, court reporters' fees, and transcript costs) incurred in defending any action, suit, or proceeding referred to in Section 7.01, except when the only liability asserted is pursuant to Section 1702.55 of the Ohio revised Code, shall be paid by the Corporation in advance of the final disposition of such action, suit, or proceeding to or on behalf of the Director, Officer, employee, or agent promptly as such expenses are incurred by him or her, but only if he or she shall first agree, in writing, to repay all amounts so paid in respect of any claim, issue, or other matter asserted in such action, suit, or proceeding in defense of which he or she shall not have been successful on the merits or otherwise:

- A. Unless it shall ultimately be determined as provided in Section 7.04 that he or she is entitled to be indemnified by the Corporation as provided under Section 7.01 ; or
- B. If, in respect of any claim, issue, or matter asserted by or in the right of the Corporation in such action or suit, he or she shall have been adjudged to be liable for negligence or misconduct (other than negligence) in the performance of his or her duty to the Corporation, unless and only to the extent that the Court of Common Pleas of Franklin County, Ohio, or the court in which such action or suit was brought shall determine upon application

that, despite such adjudication of liability, and in view of all the circumstances, he or she is fairly and reasonably entitled to all or part of such indemnification.

Section 78.06 Article VIII Not Exclusive. The indemnification authorized by this Article is not exclusive of, and shall be in addition to, any other rights granted to any person seeking indemnification pursuant to the Articles of Incorporation, these Regulations, any agreement, or a vote of disinterested Directors, both as to action in his or her official capacity and as to action in another capacity while holding such office, and shall continue as to a person who has ceased to be a Director, Officer, employee or agent of the Corporation, and shall inure to the benefit of the heirs, executors, and administrators of such a person.

Section 78.07 Insurance. The Corporation may purchase and maintain insurance on behalf of any person who is or was a Director, Officer, employee, or agent of the Corporation or who is or was serving at the request of the Corporation in such a capacity for another corporation (domestic or foreign, nonprofit or for profit), partnership, joint venture, trust, or other enterprise, against any liability asserted against him or her and incurred by him or her in any such capacity, or arising out of his or her status as such, whether or not the Corporation would have the obligation or the power to indemnify him or her against such liability under the provisions of this Article.

Section 78.08 Certain Definitions. For purposes of this Article, and as examples and not by way of limitation:

- A. A person claiming indemnification under this Article shall be deemed to have been successful on the merits or otherwise in the defense of any action, suit, or proceeding referred to in Section 7.01, or in defense of any claim, issue, or matter therein, if such action, suit, or proceeding shall be terminated as to such person, with or without prejudice, without the entry of a judgment or order against him or her, without a conviction of him or her, without the imposition of a fine upon him or her, and without his or her payment or agreement to pay any amount in settlement thereof (whether or not any such termination is based upon a judicial or other determination of the lack of merit of the claims made against him or her or otherwise results in a vindication of him or her); and
- B. References to an "other enterprise" shall include employee benefit plans; references to a "fine" shall include any excise taxes assessed on a person with respect to an employee benefit plan; references to "serving at the request of the Corporation" shall include any service as a director or trustee, officer, employee, or agent of the Corporation which imposes duties on, or involves services by, such director or trustee, officer, employee, or agent with respect to an employee benefit plan, its participants, or beneficiaries; and a person who acted in good faith and in a manner he or she reasonably believed to be in the best interest of the participants and beneficiaries of an employee benefit plan shall be deemed to have acted in a manner "not opposed to the best interest of the Corporation" within the meaning of that term as used in this Article.

Section 78.09 Venue. Any action, suit, or proceeding to determine a claim for indemnification under this Article may be maintained by the person claiming such indemnification, or by the Corporation, in the Court of Common Pleas of Franklin County, Ohio. The Corporation and (by claiming such indemnification) each such person consent to the exercise of jurisdiction over its or his or her person by the Court of Common Pleas of Franklin County, Ohio, in any such action, suit, or proceeding.

Section 78.10 Statutory Indemnification, Immunity, and Representation. This Article VII is not intended to, and shall not, limit or restrict the right of any person who is or was serving in any position entitling him or her to indemnification under Section 7.01 of these Regulations to representation by the Attorney General, indemnification, or immunity, as provided in the Ohio Revised Code, by virtue of his or her position as a Trustee, Officer, employee, or agent of the University. In addition, a person shall be entitled to indemnification and advanced expenses from the Corporation under this Article only to the extent such person is not

entitled to indemnification, immunity, expenses, or representation from another source.

**ARTICLE VIII**  
**AMENDMENTS**

The Articles of Incorporation and this Code of Regulations may be amended by a two-thirds majority vote of all the Directors then in office, subject to approval by the University's Board of Trustees.

**AUTHORIZATION FOR THE IMPLEMENTATION OF ADMINISTRATIVE  
RULES MODERNIZING THE UNIVERSITY'S CLASSIFIED CIVIL SERVICE**

**ITEM:** A Board resolution authorizing the Office of Human Resources to review those civil service laws, rules, regulations, policies, and procedures governing our classified civil service staff. Upon which, the Office of Human Resources will then recommend to the Board appropriate changes and updates to such after consultation with administration, management, and staff.

**BACKGROUND:** In December 2006, the Ohio General Assembly passed and the Governor signed into law Substitute House Bill 187, the culmination of a long endeavor to reform Ohio's law and regulations governing civil service employment. This Act is the end result of more than ten years of legislative discussions and public hearings over various ways of reforming these regulations, including the recommendations of the Ohio Civil Service Review Commission.

Of great importance to Ohio's colleges and universities, Sub. H.B. 187, amends Section 124.14 (F) of the Ohio Revised Code to permit each state university's board of trustees to introduce modifications to their own civil service rules that will then govern certain aspects of the employment of their civil service staff. These changes must be in context with the guidelines produced by the Inter-University Council of Ohio and carried out in a controlled and incremental manner.

**PROCESS:** Pursuant to this Resolution, the Office of Human Resources, in consultation with the Office of Legal Affairs, shall review those civil service laws, rules, regulations, policies, and procedures governing our classified civil service staff and will then recommend to the Board appropriate changes and updates to such after consultation with administration, management, and staff. We will continue to consult with bargaining unit representatives, the University Staff Advisory Committee, and staff in general, so they may have a voice in this process.

**OBJECTIVES:** The following are the primary objectives in modernizing the laws, rules, regulations, policies, and procedures governing our classified civil service staff:

- a. Reduce bureaucracy and increase efficiency of personnel processes;
- b. Create an environment which supports recruitment and engagement of best talent;
- c. Promote a culture of performance and career success; and
- d. Maintain key protections for classified civil service staff and uphold our values regarding respect and fairness to all University staff.

**SUMMARY OF RESOLUTION:**

- Recognize the passage of Sub. H.B. 187 and the authority vested with the Board to modernize the laws, rules, and regulations governing certain aspects of our classified civil service staff.
- Authorize the Office of Human Resources to carry out its charge under this resolution.

Commit to engaging in this process in a controlled and incremental manner.





# Mansfield Recreation and Student Life Center Feasibility Study

OSU-080006

**Requesting Agency(s):** MANSFIELD CAMPUS

**Location(s):** Eisenhower Memorial Center, Dwight D

20,926 ASF / 34,096 GSF Age: 1968

**Location(s):** Mansfield Physical Activities Ctr

16,171 ASF / 19,129 GSF Age: 1977

**Description:**

This project will prepare a feasibility study to develop extent of the development of a Recreation & Student Life Center encompassing all aspects of co-curricular student life.

**Project Information:**

The study will include needs planning and prioritization, draft program of requirements, functional and condition assessment of current facilities and preliminary project budget and timeline.

**How does this project advance the Academic Plan?** This project advances the Academic Plan by providing a tool for the Mansfield campus to make sound decisions regarding future development.

**Outstanding Funding Issues:** None

**Timing Issues:** None

**"Ripple effects" of the project:** None

**Special limitations/risks:** None

**Deferred Maintenance:** None

**Deferred Renewal:** None

**Source of Funds:**

	Amount
General Funds-Mansfield	\$204,000.00
<b>Total:</b>	<b>\$204,000.00</b>

**Schedule:**

	BoT Approved Amt.	Projected	Revised	Actual
PLANNING				
Arch/Engr Approved by BoT	\$204,000.00	11/02/2007		
Feasibility Study Start		02/01/2008		
Feasibility Study Completion		08/01/2008		

**Project Team:**

Project Manager: Corey Morris (morris.716@osu.edu)

Project Coordinator: Laura Kembitzky (kembitzky.2@osu.edu)

# Mansfield Campus

- Mansfield Recreation and Student Life Center Feasibility Study



Office of Business and Finance / Board of Trustees Meeting

November 2, 2007





# Arps Hall - Suites 283, 287, and 288 Renovation

OSU-072260

**Requesting Agency(s):** EDUCATION ADMINISTRATION

**Location(s):** Arps Hall, George F.

70,351 ASF/130,366 GSF Age: 1925

**Description:**

This project will renovate space to accommodate 11 new faculty offices and 4 GA areas.

**Project Information:**

Improvements include new ceiling grid/tiles; new lighting; new carpet; and improvements to power and communications.

**How does this project advance the Academic Plan?** This project advances the Academic Plan by providing additional faculty and support space.

**Outstanding Funding Issues:** None

**Timing Issues:** None

**"Ripple effects" of the project:** None

**Special limitations/risks:** None

**Deferred Maintenance:** None

**Deferred Renewal:** None

**Source of Funds:**

	Amount
General Funds-Education	\$257,475.00
<b>Total:</b>	<b>\$257,475.00</b>

**Schedule:**

	BoT Approved Amt.	Projected	Revised	Actual
PLANNING				
Arch/Engr Approved by BoT	\$257,475.00	11/02/2007		
DESIGN				
Schematic Design Approval		02/15/2008		
Design Dev Document Approval		02/29/2008		
Construction Document Approval		03/21/2008		
BIDDING				
Bidding Approved BoT	\$257,475.00	11/02/2007		
CONSTRUCTION				
Construction Start		06/16/2008		
Completion		09/05/2008		

**Project Team:**

Project Manager: Alex Flores (flores.109@osu.edu)

Project Coordinator: Leeanne Chandler (chandler.63@osu.edu)



# Biological Sciences Building 9th Floor Renovation

OSU-071519

**Requesting Agency(s):** BIOLOGICAL SCIENCES ADMINISTRATION

**Location(s):** Biological Sciences Building

103,009 ASF/182,129 GSF Age: 1970

**Description:**

This project will renovate approximately 11,000ASF of laboratory and office space on the 9th floor.

**Project Information:**

Proposed renovations include replacement of lab casework; removal and replacement of fume hoods; plumbing and electrical upgrades; finish upgrades. Some hazardous materials abatement will be required.

**How does this project advance the Academic Plan?** This project advances the Academic Plan by improving the teaching, learning and research environment.

**Outstanding Funding Issues:** None

**Timing Issues:** None

**"Ripple effects" of the project:** None

**Special limitations/risks:** None

**Deferred Maintenance:** None

**Deferred Renewal:** None

**Source of Funds:**

**Amount**

General Funds-Biological Sciences	\$1,000,000.00
HB699 Columbus Basic Renovation	\$1,000,000.00

<b>Total:</b>	\$2,000,000.00
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**Schedule:**

**BoT Approved Amt.**

**Projected**

**Revised**

**Actual**

**PLANNING**

Arch/Engr Approved by BoT	\$2,000,000.00	11/02/2007		
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**DESIGN**

Schematic Design Approval		08/15/2008		
Design Dev Document Approval		10/29/2008		
Construction Document Approval		01/12/2009		

**CONSTRUCTION**

Construction Start		07/27/2009		
Completion		04/28/2010		

**Project Team:**

Project Manager: Faye Bodyke (bodyke.3@osu.edu)

Project Coordinator: Laura Kembitzky (kembitzky.2@osu.edu)



Requesting Agency(s): FACILITIES OPERATIONS AND DEVELOPMENT

Location(s): McCracken Power Plant, William C

29,764 ASF/107,910 GSF Age: 1918

**Description:**

This project will replace the decommissioned boiler #8. A replacement boiler is required because of the projected increase in steam demand.

**Project Information:**

How does this project advance the Academic Plan? This project advances the Academic Plan by supporting campus load growth and Business Continuity requirements.

Outstanding Funding Issues: None

Timing Issues: None

"Ripple effects" of the project: None

Special limitations/risks: None

Deferred Maintenance: This project will address \$8,260,358 in deferred maintenance.

Deferred Renewal: None

**Source of Funds:**

**Amount**

Univ. Bond Proceeds \$10,149,000.00

2007 Bond Issue \$1,130,000.00

**Total:** \$11,279,000.00

**Schedule:**

**BoT Approved Amt.**

**Projected**

**Revised**

**Actual**

PLANNING

Arch/Engr Approved by BoT \$11,279,000.00 11/02/2007

CONSTRUCTION

Construction Start 10/01/2010

Completion 03/31/2011

**Project Team:**

Project Manager: Tom Komlanc (komlanc.2@osu.edu)

Project Coordinator: Peter Crawford (crawford.502@osu.edu)



# Campbell Hall - First Floor Suite Renovations

OSU-080050

**Requesting Agency(s):** EDUCATION ADMINISTRATION

**Location(s):** Campbell Hall, Elizabeth

68,736 ASF/115,204 GSF Age: 1916

**Description:**

This project will renovate three suites on the first floor of Campbell Hall to create 4 new faculty offices and 2 GA areas.

**Project Information:**

The project will renovate suites 101, 105 and 130. This project will also address heating and cooling issues in the suites.

**How does this project advance the Academic Plan?** This project advances the Academic Plan by providing additional faculty and support spaces.

**Outstanding Funding Issues:** None

**Timing Issues:** None

**"Ripple effects" of the project:** None

**Special limitations/risks:** None

**Deferred Maintenance:** None

**Deferred Renewal:** None

**Source of Funds:**

	Amount
General Funds-Education	\$197,009.00
<b>Total:</b>	<b>\$197,009.00</b>

**Schedule:**

	BoT Approved Amt.	Projected	Revised	Actual
PLANNING				
Arch/Engr Approved by BoT	\$197,009.00	11/02/2007		
DESIGN				
Schematic Design Approval		02/15/2008		
Design Dev Document Approval		02/29/2008		
Construction Document Approval		03/21/2008		
BIDDING				
Bidding Approved BoT	\$197,009.00	11/02/2007		
CONSTRUCTION				
Construction Start		06/16/2008		
Completion		09/05/2008		

**Project Team:**

Project Manager: Alex Flores (flores.109@osu.edu)

Project Coordinator: Laura Kembitzky (kembitzky.2@osu.edu)



# Central Power Plant Water Treatment

OSU-080268

**Requesting Agency(s):** FACILITIES OPERATIONS AND DEVELOPMENT

**Location(s):** McCracken Power Plant, William C

29,764 ASF/107,910 GSF Age: 1918

**Description:**

This project will replace and upgrade the existing water treatment system.

**Project Information:**

The existing water treatment system for the power plant lacks capacity to support the new boilers. The system has aged to the point of being unreliable and not cost effective to repair.

**How does this project advance the Academic Plan?** This project addresses the Academic Plan by improving infrastructure capacity and meeting Business Continuity requirements.

**Outstanding Funding Issues:** None

**Timing Issues:** None

**"Ripple effects" of the project:** None

**Special limitations/risks:** None

**Deferred Maintenance:** This project will address \$10,542,798 in deferred maintenance.

**Deferred Renewal:** None

**Source of Funds:**

	Amount
Univ. Bond Proceeds	\$12,859,000.00
2007 Bond Issue	\$1,430,000.00
<b>Total:</b>	<b>\$14,289,000.00</b>

**Schedule:**

	BoT Approved Amt.	Projected	Revised	Actual
PLANNING				
Arch/Engr Approved by BoT	\$14,289,000.00	11/02/2007		
CONSTRUCTION				
Construction Start		07/01/2009		
Completion		12/31/2010		

**Project Team:**

Project Manager: Tom Komlanc (komlanc.2@osu.edu)

Project Coordinator: Peter Crawford (crawford.502@osu.edu)



# Domestic Cold Water System Improvements

OSU-080270

**Requesting Agency(s):** FACILITIES OPERATIONS AND DEVELOPMENT

**Location(s):** See Project Information

**ASF/0 GSF Age:**

**Description:**

This project will complete the 8 inch pipeline grid system from 19th Avenue to South Oval Drive.

**Project Information:**

This project will eliminate the risk of failure of aged pipe segments and increases capacity in the Oval area for fire protection and customer needs.

**How does this project advance the Academic Plan?** This project advances the Academic Plan by improving campus infrastructure and capacity for fire protection and customer needs.

**Outstanding Funding Issues:** None

**Timing Issues:** None

**"Ripple effects" of the project:** None

**Special limitations/risks:** None

**Deferred Maintenance:** This project will address \$1,231,909 in deferred maintenance.

**Deferred Renewal:** None

**Source of Funds:**

2007 Bond Issue \$1,669,000.00

**Total:** \$1,669,000.00

**Schedule:**

	BoT Approved Amt.	Projected	Revised	Actual
PLANNING				
Arch/Engr Approved by BoT	\$1,669,000.00	11/02/2007		
CONSTRUCTION				
Construction Start		01/01/2009		
Completion		09/30/2009		

**Project Team:**

Project Manager: Tom Komlanc (komlanc.2@osu.edu)

Project Coordinator: Peter Crawford (crawford.502@osu.edu)



# Drainage Improvements - Academic Core North

OSU-080269

**Requesting Agency(s):** FACILITIES OPERATIONS AND DEVELOPMENT

**Location(s):** See Project Information

**ASF/0 GSF Age:**

**Description:**

This project will improve the management of wash-down water, the management of accidental spills within the Power Plant, storm water management, and will assist the University in meeting the standards of the Clean Water Act.

**Project Information:**

This project will include infrastructure field assessment, modeling, design and construction for a storm sewer upgrade project in the vicinity of McCracken Power Plant, in conjunction with an effluent containment initiative within the Plant.

**How does this project advance the Academic Plan?** This project addresses the Academic Plan by improving campus infrastructure and facilities.

**Outstanding Funding Issues:** None

**Timing Issues:** None

**"Ripple effects" of the project:** None

**Special limitations/risks:** None

**Deferred Maintenance:** This project will address \$1,275,026 in deferred maintenance.

**Deferred Renewal:** None

Source of Funds:	Amount
2007 Bond Issue	\$1,900,000.00
<b>Total:</b>	<b>\$1,900,000.00</b>

Schedule:	BoT Approved Amt.	Projected	Revised	Actual
PLANNING				
Arch/Engr Approved by BoT	\$1,900,000.00	11/02/2007		
CONSTRUCTION				
Construction Start		01/01/2009		
Completion		12/31/2009		

**Project Team:**

Project Manager: Tom Komlanc (komlanc.2@osu.edu)

Project Coordinator: Peter Crawford (crawford.502@osu.edu)



# East Regional Chilled Water Plant

5062-PF07357

**Requesting Agency(s):** FACILITIES OPERATIONS AND DEVELOPMENT

**Location(s):** See Project Information

**ASF/0 GSF Age:**

**Description:**

This project will develop and construct a regional chiller plant to connect buildings east of the Oval which are not currently served by the McCracken Chiller Plant. The regional plant will provide reliable year-round chilled water and will conserve energy compared to individual building chillers.

**Project Information:**

**How does this project advance the Academic Plan?** This project advances the Academic Plan by improving campus infrastructure, providing reliable service to campus building and improve service efficiency.

**Outstanding Funding Issues:** None

**Timing Issues:** None

**"Ripple effects" of the project:** None

**Special limitations/risks:** None

**Deferred Maintenance:** None

**Deferred Renewal:** None

Source of Funds:	Amount
Univ. Bond Proceeds	\$4,000,000.00
<b>Total:</b>	\$4,000,000.00

Schedule:	BoT Approved Amt.	Projected	Revised	Actual
PLANNING				
Arch/Engr Approved by BoT	\$4,000,000.00	11/02/2007		
CONSTRUCTION				
Construction Start		04/01/2010		
Completion		06/30/2012		

**Project Team:**

Project Manager: Tom Komlanc (komlanc.2@osu.edu)

Project Coordinator: Peter Crawford (crawford.502@osu.edu)



# Fawcett Center For Tomorrow - Fire Alarm System Upgrade

OSU-072303

**Requesting Agency(s):** STUDENT AFFAIRS FACILITIES

**Location(s):** Fawcett Center For Tomorrow, Novice

109,856 ASF/178,207 GSF Age: 1970

**Description:**

This project will tie together all of the fire alarm panels, the tower alarm and the Service 2 Facilities desk for a safer, more concise system, which will improve safety and response times in support of students.

**Project Information:**

**How does this project advance the Academic Plan?** This project advances the Academic Plan by improving the safety infrastructure of the facility.

**Outstanding Funding Issues:** None

**Timing Issues:** None

**"Ripple effects" of the project:** None

**Special limitations/risks:** None

**Deferred Maintenance:** None

**Deferred Renewal:** None

**Source of Funds:**

	Amount
Auxiliaries-Student Affairs	\$238,610.00
<b>Total:</b>	\$238,610.00

**Schedule:**

	BoT Approved Amt.	Projected	Revised	Actual
PLANNING				
Arch/Engr Approved by BoT	\$238,610.00	11/02/2007		
BIDDING				
Bidding Approved BoT	\$238,610.00	11/02/2007		
Bid Opening		02/04/2008		
CONSTRUCTION				
Construction Start		04/07/2008		
Completion		07/07/2008		

**Project Team:**

Project Manager: Brian Snyder

Project Coordinator: Laura Kembitzky (kembitzky.2@osu.edu)



# Field Hockey and Practice Field One

OSU-072301

**Requesting Agency(s):** ATHLETICS

**Location(s):** Various Locations, Columbus

**ASF/0 GSF Age:**

**Description:**

This project will renovate the field hockey stadium. The project will include the design for both the field hockey stadium and renovation of the outdoor football practice areas. The renovation work will meet Title IX requirements.

**Project Information:**

This area is located south of the Woody Hayes Athletic Center.

**How does this project advance the Academic Plan?** This project advances the Academic Plan by improving the student athletic facilities.

**Outstanding Funding Issues:** None

**Timing Issues:** None

**"Ripple effects" of the project:** None

**Special limitations/risks:** None

**Deferred Maintenance:** None

**Deferred Renewal:** None

<b>Source of Funds:</b>	<b>Amount</b>
Auxiliaries-Athletics	\$2,556,077.00
<b>Total:</b>	<b>\$2,556,077.00</b>

<b>Schedule:</b>	<b>BoT Approved Amt.</b>	<b>Projected</b>	<b>Revised</b>	<b>Actual</b>
PLANNING				
Arch/Engr Approved by BoT	\$2,556,077.00	11/02/2007		
DESIGN				
Schematic Design Approval		03/01/2008		
Design Dev Document Approval		06/01/2008		
Construction Document Approval		09/01/2008		
CONSTRUCTION				
Construction Start		04/01/2009		
Completion		09/30/2009		

**Project Team:**

Project Manager: Gary Collier (collier.26@osu.edu)

Project Coordinator: Melissa Griffin (griffin.333@osu.edu)



## Murray Hall Renovation - Phase 2

OSU-080254

**Requesting Agency(s):** UNIVERSITY HOSPITALS

**Location(s):** Murray Hall

**ASF/78,857 GSF Age:** 1971

**Description:**

This project will renovate the third floor of Murray Hall to create offices and labs for the Institute for Behavioral Medicine Research (IBMR).

**Project Information:**

**How does this project advance the Academic Plan?** This project advances the Academic Plan by improving teaching and research facilities and enabling the Medical Center Facilities Master Plan.

**Outstanding Funding Issues:** None

**Timing Issues:** None

**"Ripple effects" of the project:** None

**Special limitations/risks:** None

**Deferred Maintenance:** This project will address approximately \$600,000 in deferred maintenance.

**Deferred Renewal:** None

**Source of Funds:**

	Amount
HB699 Line Item Appropriation	\$1,000,000.00
<b>Total:</b>	<b>\$1,000,000.00</b>

**Schedule:**

	BoT Approved Amt.	Projected	Revised	Actual
<b>PLANNING</b>				
Capital Project Approved by BoT	\$1,000,000.00	09/21/2007		09/21/2007
Arch/Engr Approved by BoT	\$1,000,000.00	11/02/2007		
<b>DESIGN</b>				
Schematic Design Approval		03/28/2008		
Design Dev Document Approval		05/09/2008		
Construction Document Approval		08/15/2008		
<b>CONSTRUCTION</b>				
Construction Start		12/09/2008		
Completion		06/08/2009		

**Project Team:**

Project Manager: John Rapp (rapp.87@osu.edu)

Project Coordinator: Curt Handschug (handschug.1@osu.edu)



# Prior Health Sciences Library - Room 205 Renovation

OSU-080256

**Requesting Agency(s):** MEDICINE AND PUBLIC HEALTH ADMIN

**Location(s):** Prior Health Sciences Library

73,555 ASF/106,543 GSF Age: 1973

**Description:**

This project will renovate a portion of room 205 for the OSU Center for Clinical & Translational Science (CCTS). Renovations include providing offices, conference rooms, collaboration spaces and support space.

**Project Information:**

**How does this project advance the Academic Plan?** This project advances the Academic Plan by improving the teaching and research spaces and improving program spaces.

**Outstanding Funding Issues:** None

**Timing Issues:** None

**"Ripple effects" of the project:** None

**Special limitations/risks:** None

**Deferred Maintenance:** None

**Deferred Renewal:** None

**Source of Funds:**

	Amount
General Funds-Medicine	\$1,118,530.00
<b>Total:</b>	<b>\$1,118,530.00</b>

**Schedule:**

	BoT Approved Amt.	Projected	Revised	Actual
PLANNING				
Arch/Engr Approved by BoT	\$1,118,530.00	11/02/2007		
DESIGN				
Schematic Design Approval		03/12/2008		
Design Dev Document Approval		05/02/2008		
Construction Document Approval		06/23/2008		
CONSTRUCTION				
Construction Start		10/10/2008		
Completion		04/17/2009		

**Project Team:**

Project Manager: John Rapp (rapp.87@osu.edu)

Project Coordinator: Curt Handschug (handschug.1@osu.edu)



# Ramseyer Hall - Second Floor Suites Renovation

OSU-080048

**Requesting Agency(s):** EDUCATION ADMINISTRATION

**Location(s):** Ramseyer Hall

51,853 ASF/86,381 GSF Age: 1932

**Description:**

This project will renovate three suites to create 8 faculty offices and 3 GA areas.

**Project Information:**

Suites 210, 215, and 245 will be renovated to accommodate new faculty.

**How does this project advance the Academic Plan?** This project advances the Academic Plan by providing additional teaching and support areas.

**Outstanding Funding Issues:** None

**Timing Issues:** None

**"Ripple effects" of the project:** None

**Special limitations/risks:** None

**Deferred Maintenance:** None

**Deferred Renewal:** None

**Source of Funds:**

**Amount**

General Funds-Education \$228,066.00

**Total:** \$228,066.00

**Schedule:**

**BoT Approved Amt.**

**Projected**

**Revised**

**Actual**

PLANNING

Arch/Engr Approved by BoT

\$228,066.00

11/02/2007

DESIGN

Schematic Design Approval

02/15/2008

Design Dev Document Approval

02/29/2008

Construction Document Approval

03/21/2008

BIDDING

Bidding Approved BoT

\$228,066.00

11/02/2007

CONSTRUCTION

Construction Start

06/16/2008

Completion

09/05/2008

**Project Team:**

Project Manager: Alex Flores (flores.109@osu.edu)

Project Coordinator: Laura Kembitzky (kembitzky.2@osu.edu)



# 395 W 12th Ave - Communications Systems Upgrades

OSU-080245

**Requesting Agency(s):** HOSPITAL CORPORATE SERVICES

**Location(s):** Twelfth Avenue, 395 West

**ASF/89,000 GSF Age:** 2008

**Description:**

This project will increase the communication capacity of the building and increase the electrical and HVAC capacity to accommodate the additional heat generated by new equipment. The project will provide upgraded power and receptacles in the telecommunications rooms for the switches, and proper cooling and ventilation for the protection of the equipment.

**Project Information:**

**How does this project advance the Academic Plan?** This project advances the Academic Plan by improving campus facilities infrastructure and providing additional capacity.

**Outstanding Funding Issues:** None

**Timing Issues:** None

**"Ripple effects" of the project:** None

**Special limitations/risks:** None

**Deferred Maintenance:** None

**Deferred Renewal:** None

<b>Source of Funds:</b>	<b>Amount</b>
Auxiliaries-OSUMC Health Systems	\$854,659.00
<b>Total:</b>	<b>\$854,659.00</b>

<b>Schedule:</b>	<b>BoT Approved Amt.</b>	<b>Projected</b>	<b>Revised</b>	<b>Actual</b>
<b>PLANNING</b>				
6540 Received by Facilities Design and Construction				10/01/2007
Arch/Engr Approved by BoT	\$854,659.00	11/02/2007		
<b>DESIGN</b>				
Schematic Design Approval		06/15/2008		
Design Dev Document Approval		07/15/2008		
Construction Document Approval		09/15/2008		
<b>BIDDING</b>				
Bidding Approved BoT	\$854,659.00	11/02/2007		
<b>CONSTRUCTION</b>				
Construction Start		12/17/2008		
Completion		06/17/2009		

**Project Team:**

Project Manager: Arden Freeman

Project Coordinator: Curt Handschug (handschug.1@osu.edu)



# Arena Steam Line Relocation

OSU-080278

**Requesting Agency(s):** FACILITIES OPERATIONS AND DEVELOPMENT

**Location(s):** See Project Information

**ASF/0 GSF Age:**

**Description:**

This project will relocate/replace the steamline/manhole located near the Maintenance Building. This will restore the redundant steam line serving the Midwest Campus.

**Project Information:**

This project was submitted as an emergency repair to Central Administration. The design work was accomplished under a separate project.

**How does this project advance the Academic Plan?** This project advances the Academic Plan by improving campus infrastructure and reliability of utilities.

**Outstanding Funding Issues:** None

**Timing Issues:** None

**"Ripple effects" of the project:** None

**Special limitations/risks:** If the steam line is not replaced there is the risk of no steam service to the Midwest Campus.

**Deferred Maintenance:** None

**Deferred Renewal:** None

<b>Source of Funds:</b>	<b>Amount</b>
Central Funding	\$450,000.00
<b>Total:</b>	<b>\$450,000.00</b>

<b>Schedule:</b>	<b>BoT Approved Amt.</b>	<b>Projected</b>	<b>Revised</b>	<b>Actual</b>
BIDDING				
Bidding Approved BoT	\$450,000.00	11/02/2007		
CONSTRUCTION				
Construction Start		06/01/2008		
Completion		10/01/2008		

**Project Team:**

Project Manager: Tom Komlanc (komlanc.2@osu.edu)

Project Coordinator: Peter Crawford (crawford.502@osu.edu)



# Baker Systems Engineering Roof Replacement

315-2005-928

**Requesting Agency(s):** FACILITIES OPERATIONS AND DEVELOPMENT

**Location(s):** Baker Systems Engineering, David F.

69,887 ASF/115,361 GSF Age: 1968

**Description:**

This project will replace the existing built-up roof system with a modified system, and revise existing copings and counterflashing.

**Project Information:**

**How does this project advance the Academic Plan?** This project advances the Academic Plan by improving campus facilities and infrastructure.

**Outstanding Funding Issues:** None

**Timing Issues:** None

**"Ripple effects" of the project:** None

**Special limitations/risks:** None

**Deferred Maintenance:** This project addresses \$197,800 in deferred maintenance.

**Deferred Renewal:** None

**Source of Funds:**

	Amount
HB16 Columbus Basic Renovation	\$500,000.00
<b>Total:</b>	\$500,000.00

**Schedule:**

	BoT Approved Amt.	Projected	Revised	Actual
<b>PLANNING</b>				
Arch/Engr Approved by BoT	\$500,000.00	11/04/2005		11/04/2005
<b>DESIGN</b>				
Arch/Engr Contract		11/01/2006	12/15/2006	12/06/2006
Schematic Design Approval		12/06/2006	01/19/2007	01/03/2007
Design Dev Document Approval		01/10/2007	06/20/2007	07/13/2007
Construction Document Approval		02/14/2007	07/20/2007	07/20/2007
<b>BIDDING</b>				
Bidding Approved BoT	\$500,000.00	11/02/2007		
Bid Opening		02/22/2008		
<b>CONSTRUCTION</b>				
Construction Start		05/01/2008		
Completion		08/15/2008		

**Project Team:**

Project Manager: Harold Cheyney (cheyney.1@osu.edu)  
CTL ENGINEERING INC - Design

Project Coordinator: Karen Cogley (cogley.1@osu.edu)





# Veterinary Hospital Air Handling Unit Replacement

315-2005-925

**Requesting Agency(s):** FACILITIES OPERATIONS AND DEVELOPMENT

**Location(s):** Veterinary Hospital

140,213 ASF/222,496 GSF Age: 1973

**Description:**

The air handling equipment in the Veterinary Hospital is over 30 years old and is beyond its useful life. The air handling units will be replaced to meet the current building load.

**Project Information:**

Rather than the selective repair/replacement of the existing equipment, it has been determined that the replacement of the five existing units with two new, larger air handlers is the most cost effective over the long term.

The project budget has increased due to increased costs in the mechanical and sheet metal trades as a result of changing market conditions.

**How does this project advance the Academic Plan?** This project addresses the Academic Plan by improving facility infrastructure and ensuring proper air handling operation, which is essential for appropriate environmental conditions for learning and animal care.

**Outstanding Funding Issues:** None

**Timing Issues:** None

**"Ripple effects" of the project:** None

**Special limitations/risks:** None

**Deferred Maintenance:** This project addresses approximately \$300,000 in deferred maintenance.

**Deferred Renewal:** None

**Source of Funds:**

	Amount
HB16 Columbus Basic Renovation	\$2,362,000.00
Repair & Renovation Fiscal Yr 2008	\$30,000.00
<b>Total:</b>	<b>\$2,392,000.00</b>

**Schedule:**

	BoT Approved Amt.	Projected	Revised	Actual
<b>PLANNING</b>				
Arch/Engr Approved by BoT	\$1,200,000.00	06/07/2005		06/07/2005
<b>DESIGN</b>				
Arch/Engr Contract		04/28/2006	05/05/2006	05/16/2006
Schematic Design Approval		03/08/2006	05/15/2006	05/16/2006
Design Dev Document Approval		05/22/2006	08/25/2006	08/25/2006
Construction Document Approval		08/05/2006	09/14/2007	09/14/2007
<b>BIDDING</b>				
Bidding Approved BoT	\$1,962,000.00	09/22/2006	09/22/2006	09/22/2006
Bid Opening		11/03/2006	10/30/2007	
Bidding Approved BoT (Project Increase)	\$2,392,000.00	11/02/2007		
<b>CONSTRUCTION</b>				
Construction Start		02/16/2007	01/07/2008	
Completion		03/19/2008	07/07/2008	

**Project Team:**

Project Manager: Mark French  
 CLIMATE CRAFT - HVAC Construction  
 FOSDICK & HILMER INC - Design

Project Coordinator: Karen Cogley (cogley.1@osu.edu)



# Women's Softball Stadium

315-2005-998

**Requesting Agency(s):** ATHLETICS

**Location(s):** See Project Information

**ASF/0 GSF Age:**

**Description:**

This project will construct a softball stadium for varsity women's athletics with seating for 1,500-2,000 spectators. Support spaces will include, but are not limited to, home and away locker rooms, home team lounge, umpire locker rooms, press box, public restrooms and concessions. A new facility allows the University to comply with NCAA Title IX program requirements.

**Project Information:**

The project budget from \$2.8M to \$4.3M during design to accommodate additional amenities that had not been identified in the feasibility study, such as storage space, additional restrooms, coaches support area and buildin support spaces. The budget was also adjusted due to building materials escalation and additional inflation.

After the project was bid, bids exceeded the estimate by more than 10% and the estimate has been revised by the associate. The project budget increase also includes alternates for seating and fencing upgrades, a batting building and team space fit-out.

**How does this project advance the Academic Plan?** The greatly improved facilities will benefit the experience of current student athletes and aid in the recruiting process for future student athletes.

**Outstanding Funding Issues:** None

**Timing Issues:** Construction must occur during the off-season, from mid-summer to early spring.

**"Ripple effects" of the project:** None

**Special limitations/risks:** None

**Deferred Maintenance:** None

**Deferred Renewal:** None

Source of Funds:	Amount
Auxiliaries-Athletics	\$1,401,801.00
Development-Athletics	\$1,135,000.00
Line of Credit - Athletics	\$4,665,072.00
<b>Total:</b>	<b>\$7,201,873.00</b>

Schedule:	BoT Approved Amt.	Projected	Revised	Actual
<b>PLANNING</b>				
Arch/Engr Approved by BoT	\$2,821,055.00	12/02/2005		12/02/2005
Arch/Engr Advertisement		12/20/2005		12/19/2005
<b>DESIGN</b>				
Arch/Engr Contract		05/15/2006	05/30/2006	06/23/2006
Design Dev Document Approval (SD/DD)		10/20/2006		10/20/2006
Construction Document Approval		12/18/2006		12/18/2006
<b>BIDDING</b>				
Bidding Approved BoT	\$4,313,202.40	02/02/2007		02/02/2007
Bid Opening		04/01/2007		06/13/2007
Bidding Approved BoT (Project Increase)	\$7,201,873.00	09/21/2007		
<b>CONSTRUCTION</b>				
Construction Start		06/15/2007	02/04/2008	
Completion		03/15/2008	01/09/2009	

**Project Team:**

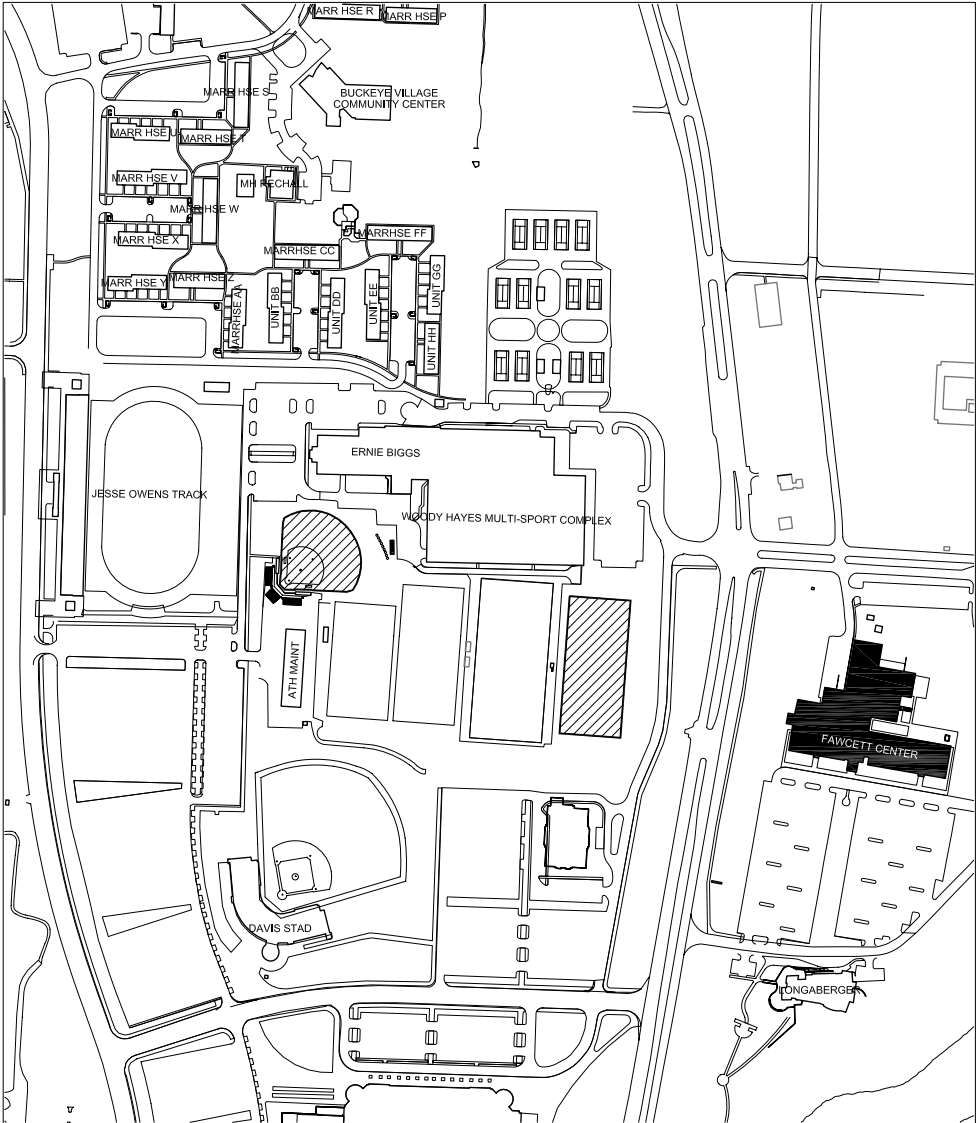
Project Manager: Gary Collier (collier.26@osu.edu)  
 GBBN ARCHITECTS - Design

Project Coordinator: Curt Handschug (handschug.1@osu.edu)



## Midwest Campus Projects

- Fawcett Center for Tomorrow - Fire Alarm System Upgrade
- Field Hockey and Practice Turf Field One
- Women's Softball Stadium



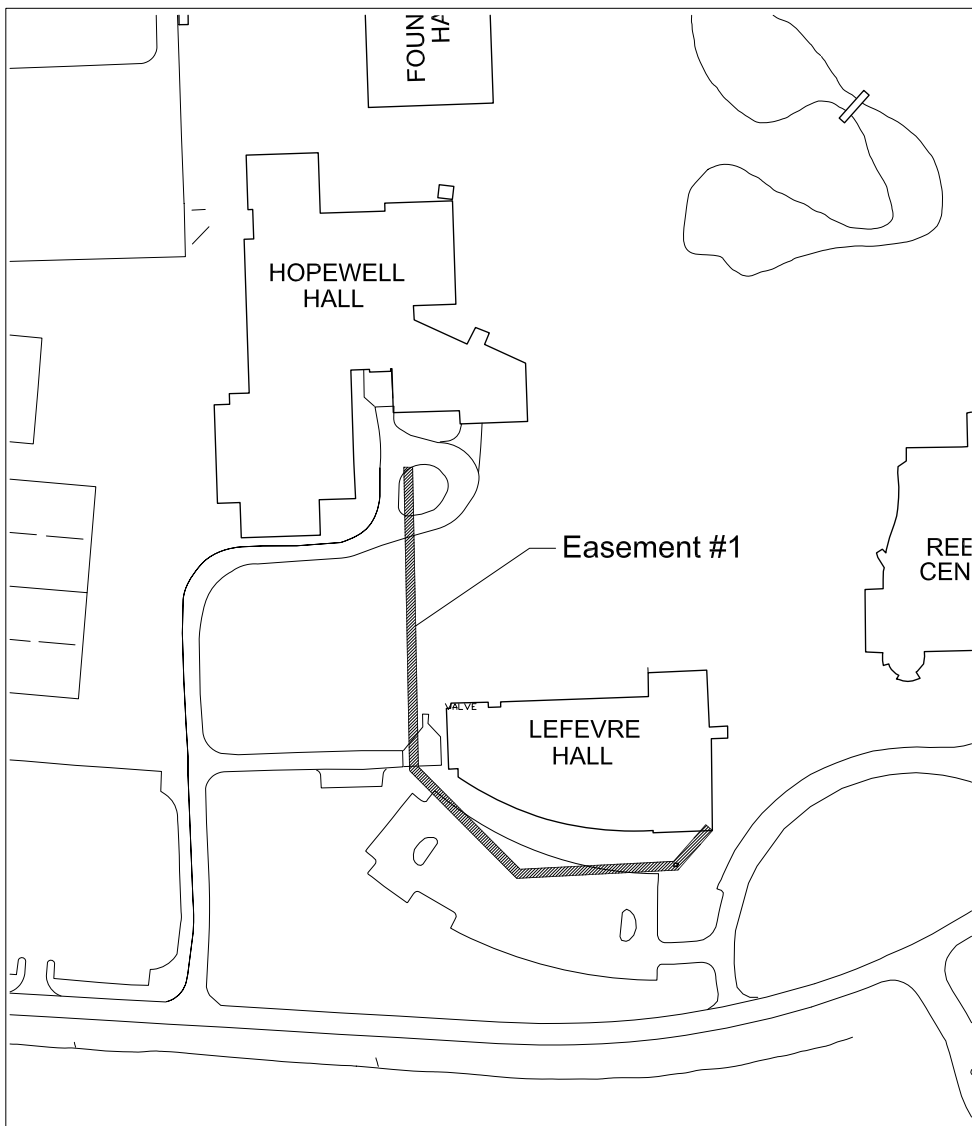
Office of Business and Finance / Board of Trustees Meeting

November 2, 2007

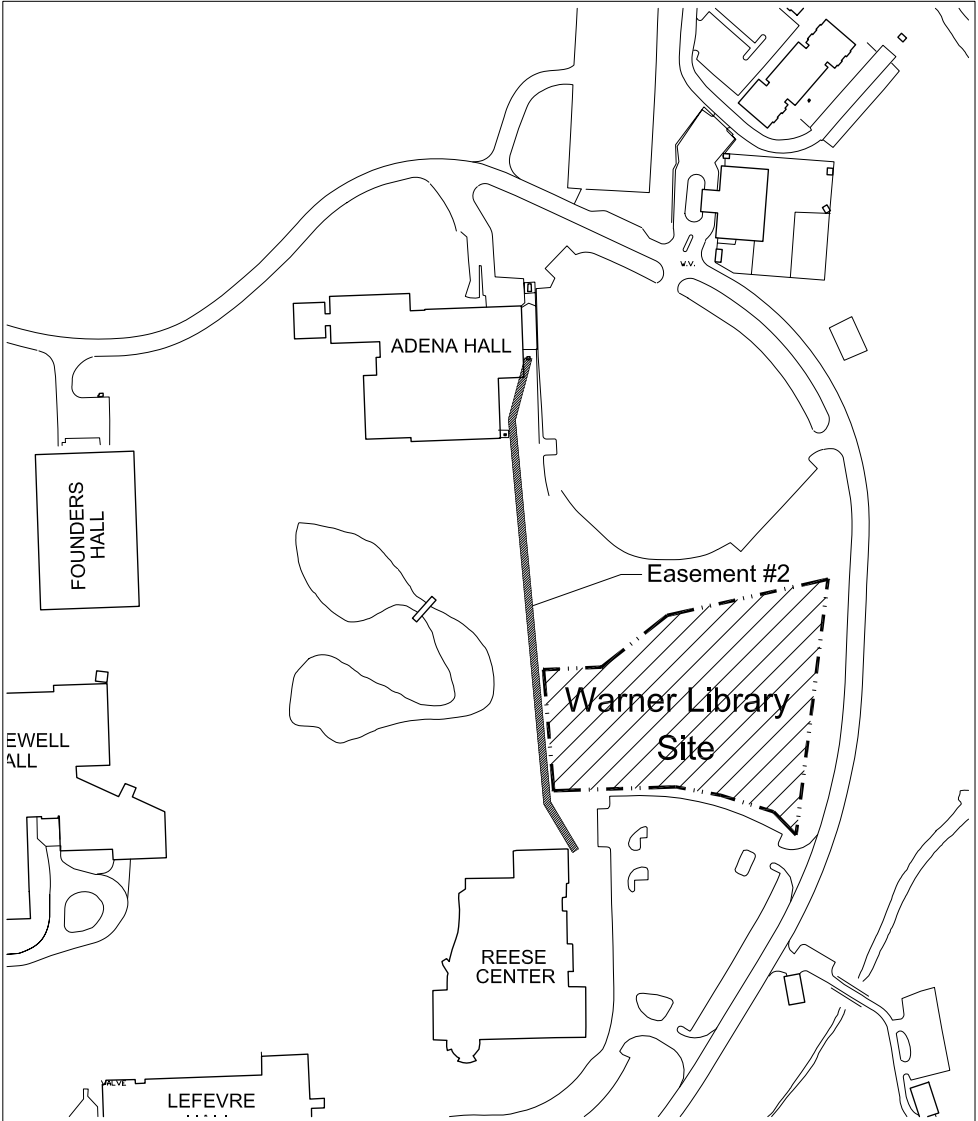




Easement #1 - Ohio Power Company, OSU Newark Regional Campus, Newark Ohio



Easement #2 - Ohio Power Company, OSU Newark Regional Campus, Newark Ohio

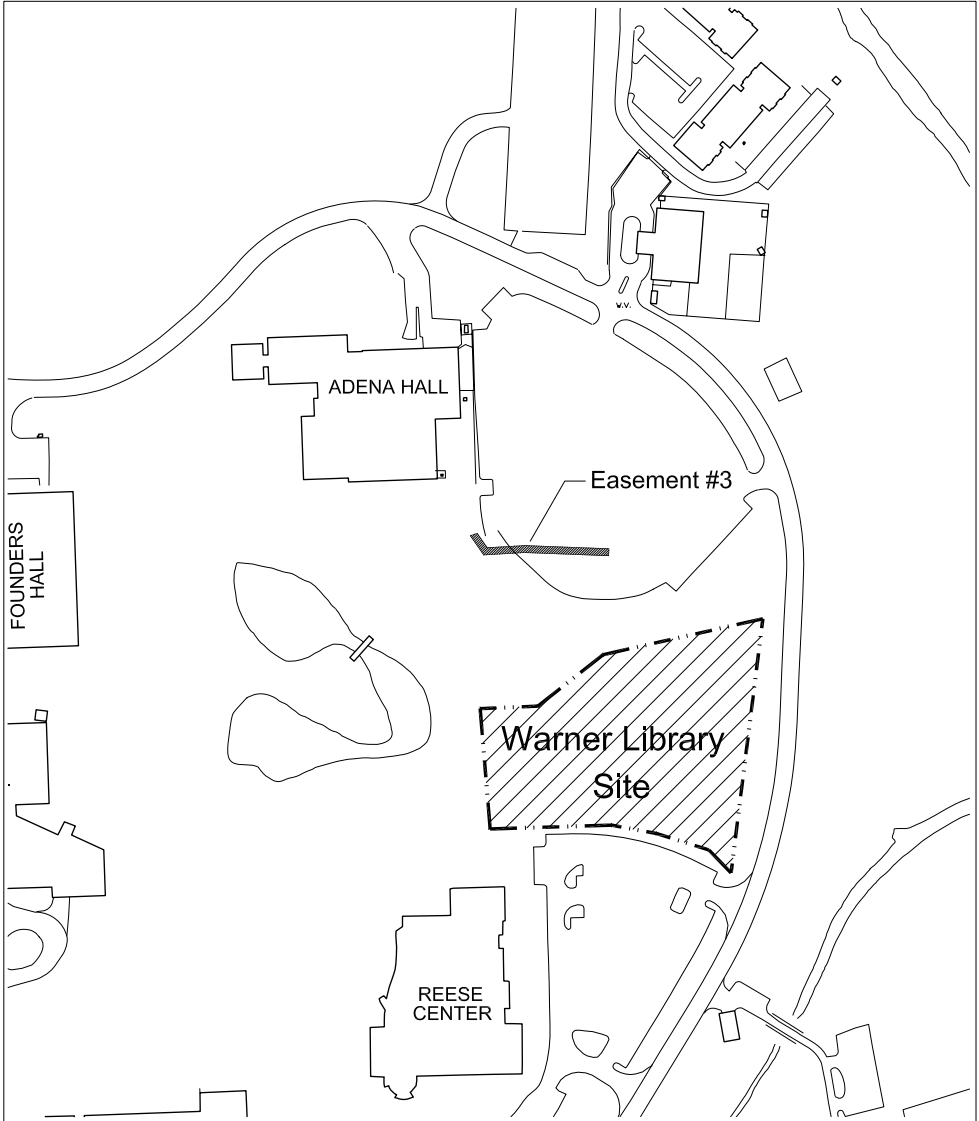


Office of Business and Finance / Board of Trustees Meeting

November 2, 2007



Easement #3 - Ohio Power Company, OSU Newark Regional Campus, Newark Ohio



Office of Business and Finance / Board of Trustees Meeting

November 2, 2007





## (APPENDIX XXIII)

<u>Category</u>	<u>Total</u>		<u>Sole Source</u>		<u>Emergency</u>		<u>Sufficient Economic Reason</u>	
Health Systems Merchandise for Resale	\$225,000	1	\$225,000	1	\$0	0	\$0	0
Health Systems - Professional Health Care Services	\$13,291,000	20	\$12,791,000	17	\$50,000	1	\$450,000	2
Health Systems - Administrative Equipment and Services	\$17,292,976	49	\$16,869,362	43	\$0	0	\$423,614	6
Merchandise for Resale	\$1,486,800	5	\$1,486,800	5	\$0	0	\$0	0
Instructional and Research Equipment and Services	\$7,477,858	64	\$3,160,823	33	\$47,500	1	\$4,269,535	30
Administrative Support Equipment and Services	\$6,721,948	50	\$3,415,541	28	\$203,711	4	\$3,102,696	18
Remarketing Fees	\$270,000	1	\$0	0	\$0	0	\$270,000	1
Asset Management Fees	\$3,640,000	1	\$0	0	\$0	0	\$3,640,000	1
Investment Manager Advisor Fees	\$4,580,000	1	\$0	0	\$0	0	\$4,580,000	1
<b>TOTAL</b>	<b>\$54,985,582</b>	<b>192</b>	<b>\$37,948,526</b>	<b>127</b>	<b>\$301,211</b>	<b>6</b>	<b>\$16,735,845</b>	<b>59</b>

**Report on Waivers of Competitive Bidding Requirements: July - September 2007**

Vendor	Unit	Description of Goods and Services	Total		Sole Source		Emergency		Sufficient Econ. Reason	
<b>Health Systems - Merchandise for Resale</b>			<b>\$225,000</b>	<b>1</b>	<b>\$225,000</b>	<b>1</b>	<b>\$0</b>	<b>0</b>	<b>\$0</b>	<b>0</b>
Buckeye Donuts	University Hospitals and Hospital East	Food used in cafeterias (Food Service Admin.)	\$45,000		\$45,000					
Panera Bread	University Hospitals and Hospital East	Food used in cafeterias (Food Service Admin.)	\$180,000		\$180,000					
<b>Health Systems - Professional Health Care Services</b>			<b>\$13,291,000</b>	<b>20</b>	<b>\$12,791,000</b>	<b>17</b>	<b>\$50,000</b>	<b>1</b>	<b>\$450,000</b>	<b>2</b>
Children's Hospital	University Hospitals	Neonatal Intensive Care Services (Medical Staff Admin.)	\$200,000	1	\$200,000	1				
Family Medicine Foundation	University Hospitals	Physician Services (Network Billing)	\$6,500,000	1	\$6,500,000	1				
Ino Therapeutics, Inc.	University Hospitals	Nitric Oxide Therapy Service (Respiratory Therapy)	\$900,000	1	\$900,000	1				
OSU Gynecology and Obstetrics	University Hospitals	Night Call Agreement (Medical Staff Admin.)	\$350,000	1	\$350,000	1				
OSU Internal Medicine LLC	Specialty Care Network	Physician Services (Cambridge Heart)	\$75,000	1	\$75,000	1				
OSU Physicians	University Hospitals	Physician Services (Medical Staff Admin.)	\$150,000	1	\$150,000	1				
OSU Physicians	Specialty Care Network	Physician Services (Ortho Admin.)	\$541,000	2	\$541,000	2				
OSU Physicians	University Hospitals	Physician Services (Ohio Dept. of Rehabilitation and Corrections)	\$1,300,000	1	\$1,300,000	1				
OSU Physicians	Corporate Services	IDX/billing Services (Maintenance & Support)	\$650,000	2	\$350,000	1			\$300,000	1
OSU Physicians	Specialty Care Network	Physician Services (Maternal Fetal Medical Admin.)	\$90,000	1	\$90,000	1				
OSU Physicians	Harding Hospital	Physician Services (Harding Admin.)	\$315,000	2	\$315,000	2				
OSU Psychiatry LLC	University Hospitals	Inpatient Physician Services (Neuropsychiatric Services)	\$1,200,000	1	\$1,200,000	1				
Pediatric Academic Assoc., Inc.	University Hospitals	Physician Services (General Medical - Grandview)	\$620,000	2	\$620,000	2				
RPH on the Go	Cancer Hospital and Research	Temporary Agency Pharmacist (Pharmacy)	\$50,000	1			\$50,000	1		
Seasons, Edwin H. MD Inc.	University Hospital East	On-call Orthopedic Services (Emergency Room)	\$150,000	1					\$150,000	1
University Radiologists, Inc.	University Hospitals	Physician Services (Endoscopy/Gastroenterology)	\$200,000	1	\$200,000	1				
<b>Health Systems - Administrative Equipment and Services</b>			<b>\$17,292,976</b>	<b>49</b>	<b>\$16,869,362</b>	<b>43</b>	<b>\$0</b>	<b>0</b>	<b>\$423,614</b>	<b>6</b>
Accredo Health Group	University Hospitals	Pharmaceuticals (Pharmacy)	\$50,000	1	\$50,000	1				
Advisory Board	Corporate Services	Associate training (Education Orientation)	\$32,000	1					\$32,000	1
Advisory Board	University Hospitals	Nursing consult (Administration)	\$71,800	1	\$71,800	1				
AGFA Corporation	University Hospitals	Proprietary software (PACS Support)	\$181,000	1	\$181,000	1				
ASD Specialty Healthcare	Harding Hospital	Distribution of proprietary drugs (Pharmacy Factor Drugs)	\$5,000,000	1	\$5,000,000	1				
Attorney General, State of Ohio	Specialty Care Network	Debt collection services (SCN Administration)	\$2,250,000	1	\$2,250,000	1				
BD Biosciences	University Hospitals	Flow cytometer (Tissue Typing Laboratory)	\$140,915	1	\$140,915	1				
Beckman Coulter	University Hospitals	Distribution of proprietary drugs (Critical Care Laboratory)	\$117,857	1	\$117,857	1				
Biomerieux	University Hospitals	Rental reagent agreement (Microbiology Laboratory)	\$113,760	1	\$113,760	1				

**Report on Waivers of Competitive Bidding Requirements: July - September 2007**

Vendor	Unit	Description of Goods and Services	Total		Sole Source		Emergency		Sufficient Econ. Reason	
B-K Medical	Cancer Hospital and Research	Ultrasound system (Radiation Oncology)	\$49,900	1	\$49,900	1				
Bristol Myers Squibb	University Hospitals	Nuclear medicine drug: Cardiolite (Pharmacy)	\$550,000	1	\$550,000	1				
Building Control Integrators	University Hospitals	Preventive maintenance and repair parts (Facilities Engineering)	\$342,476	3	\$342,476	3				
Bureau of Criminal Investigation	Corporate Services	Employee & contractor background checks (Security)	\$190,000	1	\$190,000	1				
Cainfield Scientific, Inc.	Cancer Hospital and Research	3D system (CHRI Administration)	\$55,750	1	\$55,750	1				
CliniComp, Intl.	University Hospitals	Proprietary system conversion (Surgical ICU)	\$49,473	2	\$49,473	2				
Columbus Zoo	Cancer Hospital and Research	Catering for Cancer Survivor's Day (Marketing/Communications)	\$81,000	1	\$81,000	1				
Confluent Surgical, Inc.	University Hospitals	Duraseal, proprietary drug (Pharmacy)	\$150,000	1	\$150,000	1				
Diagnostic Hybrids, Inc.	University Hospitals	Testing materials (Microbiology Laboratory)	\$75,000	1	\$75,000	1				
Digene, Inc.	University Hospitals	HPV test assays (Cytology/Cytometry)	\$216,000	1	\$216,000	1				
Follet Company	University Hospitals	Medication refrigerators (Facilities - Mechanical)	\$79,673	1					\$79,673	1
Gyrus/ACMI	University Hospitals	Medical supplies (Perioperative Services)	\$130,978	1	\$130,978	1				
Heart Imaging Technologies	University Hospitals	Webpax service support (BioMedical Clinical Engineering)	\$58,500	1	\$58,500	1				
Instrumentarium Dental	University Hospital East	Medical equipment (X-Ray)	\$51,167	1					\$51,167	1
JOM Pharmaceuticals	University Hospitals	Pharmaceuticals (Pharmacy)	\$60,000	1	\$60,000	1				
Matrix Systems	Corporate Services	Security devices (Security)	\$89,550	1					\$89,550	1
McKesson Health Solutions	Cancer Hospital and Research	Care Enhance software maintenance (CHRI Administration)	\$105,685	1	\$105,685	1				
OTN-Oncology Products	Cancer Hospital and Research	Distribution of proprietary drugs (Outpatient Pharmacy)	\$200,000	1	\$200,000	1				
Philips Medical Systems Ultrasound	University Hospitals	Master service agreement (BioMedical Clinical Engineering)	\$601,630	2	\$601,630	2				
Physician Practice	Corporate Services	Directory information (Marketing & Communication)	\$99,540	1					\$99,540	1
Preventive Maintenance Service of Ohio	Corporate Services, Cancer Hospital and Research, and University Hospitals	Preventive maintenance of medical vacuum and medical air systems (Multiple Facilities Services Depts.)	\$294,124	1	\$294,124	1				
Roche Molecular Biochemicals	University Hospitals	Reagents (Special Function Laboratory)	\$214,047	2	\$214,047	2				
Rolf Jensen & Associates	University Hospitals, Cancer Hospital and Research, and University Hospitals East	Inspection services for The Joint Commission (Facilities Services, Enterprise Wide)	\$186,000	1	\$186,000	1				
Sills, Gracy-PhD	Harding Hospital	Consulting services (Harding Admin.)	\$90,000	1	\$90,000	1				
Spectralink Corporation	Corporate Services	Phone system annual maintenance (Telecommunications)	\$95,109	1	\$95,109	1				
Spring CM	Corporate Services	Software management services (Master Space Planning)	\$71,684	1					\$71,684	1
Stereotaxis, Inc.	University Hospitals	Broadband support hardware (Electrophysiology Services)	\$75,000	1	\$75,000	1				
Storz, Karl	University Hospitals	Service agreement (Clinical Engineering)	\$64,500	1	\$64,500	1				
TEPNEL Life-Match	University Hospitals	Antibody detection products (Tissue Typing Laboratory)	\$464,830	1	\$464,830	1				
Tera Recon, Inc.	University Hospitals	Proprietary software (PACS Support)	\$79,800	1	\$79,800	1				
Thoratec Laboratories, Inc.	University Hospitals	VAD blood pumps (Circulation Technology)	\$4,000,000	1	\$4,000,000	1				
University Pathology Services	University Hospitals	Consultation services (University Reference Lab Administration)	\$250,000	1	\$250,000	1				

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Vendor	Unit	Description of Goods and Services	Total		Sole Source		Emergency		Sufficient Econ. Reason	
US Surgical Corporation	University Hospitals	Pharmaceuticals (Pharmacy)	\$50,000	1	\$50,000	1				
Varian Medical Systems	Cancer Hospital and Research	Eclipse software support (Radiation Oncology)	\$94,478	1	\$94,478	1				
Vicing Systems, Inc.	Ross Heart Hospital	Minimally invasive camera system (Perioperative Services)	\$69,750	1	\$69,750	1				
<b>Merchandise/Services for Resale</b>			<b>\$1,486,800</b>	<b>5</b>	<b>\$1,486,800</b>	<b>5</b>	<b>\$0</b>	<b>0</b>	<b>\$0</b>	<b>0</b>
Champion Products, Inc.	Athletics, Department of	OSU merchandise	\$200,000	1	\$200,000	1				
National 4-H Council	FAES, College of	Books (OSU Extension)	\$40,000	1	\$40,000	1				
Nike, Inc.	Athletics, Department of	OSU merchandise	\$1,000,000	1	\$1,000,000	1				
Silver Knights Sales & Marketing LLC	Athletics, Department of	OSU merchandise	\$46,800	1	\$46,800	1				
Twins Enterprise, Inc.	Athletics, Department of	OSU merchandise	\$200,000	1	\$200,000	1				
<b>Instructional and Academic Research Equipment and Services</b>			<b>\$7,477,858</b>	<b>64</b>	<b>\$3,160,823</b>	<b>33</b>	<b>\$47,500</b>	<b>1</b>	<b>\$4,269,535</b>	<b>30</b>
Aerocrine, Inc.	Medicine, College of	Lab equipment (Heart & Lung Inst.)	\$43,000	1	\$43,000	1				
Affymetrix, Inc.	Health Sciences Administration	Micro array chips (Comprehensive Cancer Center)	\$350,000	1					\$350,000	1
Agilent Technologies, Inc.	FAES, College of	Lab equipment (OARDC)	\$38,443	1					\$38,443	1
Applied Biosystems	Biological Sciences, College of	Lab supplies (Genomics Facility)	\$25,608	1	\$25,608	1				
Applied Biosystems	Health Sciences Administration	Lab equipment (Comprehensive Cancer Center)	\$112,633	1	\$112,633	1				
Applied Biosystems	Medicine, College of	Lab supplies, and equipment (Pathology, Pulmonary Critical Care & Cancer Dev.)	\$113,893	2					\$113,893	2
Aramark Sports & Entertainment	Engineering, College of	Catering services (Civil Env Engr & Geodetic Science)	\$83,650	1	\$83,650	1				
Astrophysical Research Consortium	MAPS, College of	Partnership fees (Astronomy)	\$100,000	1	\$100,000	1				
Autodesk	Engineering, College of	Software upgrade (Engineering Computing Services)	\$134,000	1	\$134,000	1				
Blackboard, Inc.	Research, Office of	Software renewal (Ohio Learning Network)	\$694,833	2					\$694,833	2
Bold Vision, LLC	Business, College of	Educational services (Executive Ed.)	\$51,500	1	\$51,500	1				
Borgwaldt KC, Inc.	Medicine, College of	Lab equipment (Heart & Lung Inst.)	\$66,802	1					\$66,802	1
Bostein Enterprises	FAES, College of	Off campus lease (OSU Extension-Williams County)	\$55,926	1					\$55,926	1
Castellano, David MD. PA., Inc.	Medicine, College of	Ophthalmic medical practice equipment (Ophthalmology)	\$59,862	1					\$59,862	1
CB Richard Ellis	Research, Office of	Facility planning and engineering (High Performance Computing)	\$52,000	1					\$52,000	1
Charles River Laboratories	Research, Office of	Lab testing (Univ. Lab Animal Research)	\$140,000	1	\$140,000	1				
Cincinnati, University of	Research, Office of	Web hosting (Ohio Learning Network)	\$279,892	1					\$279,892	1
Clinicomp Intl.	Nursing, College of	Software support (Nursing Admin.)	\$75,000	1					\$75,000	1
Columbus Dispatch	Academic Affairs, Office of	Employment advertising (OHR Univ Job Ads)	\$200,000	1	\$200,000	1				
Columbus, A Renaissance Hotel	Medicine, College of	Catering for World Robotic Symposium (Center for Minimally Invasive Surgery)	\$74,277	1					\$74,277	1
Creative Business Solutions	FAES, College of	Document services (Curriculum Material Svcs.)	\$47,500	1			\$47,500	1		
Dyne Systems Company, LLC	Engineering, College of	Auto control system (Center for Automotive Research)	\$118,539	1					\$118,539	1

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Edstrom Industries, Inc.	Research, Office of	Maintenance agreement for water purification systems (Univ. Lab Animal Resources)	\$57,399	1	\$57,399	1				
FEI Company	Engineering, College of	Service contract for lab equipment (Materials Science Engineering)	\$273,136	1	\$273,136	1				
Fidelity Sound Recordings	The Arts, College of	OSU Marching Band CDS (School of Music)	\$100,000	1	\$100,000	1				
Fundacion Jose Ortega Y Gasset	Academic Affairs, Office of	Host institution payments (Study Abroad Programs)	\$170,000	1	\$170,000	1				
Future Scapes, Inc.	Fisher College of Business	Educational services (Executive Ed.)	\$60,500	1	\$60,500	1				
Gar Trusley & Associates	Academic Affairs	MAPS classes (John Glenn Institute)	\$69,995	1	\$69,995	1				
GE Healthcare Bio-Sciences Corp.	Health Sciences Administration	Lab equipment (Cancer Hosp & Research Inst.)	\$99,759	2	\$99,759	2				
Glaucoma Consultants, Inc.	Medicine, College of	Medical equipment (Ophthalmology)	\$80,544	1					\$80,544	1
Handtmann, Inc.	FAES, College of	Meat processing equipment (Meat Products)	\$50,300	1					\$50,300	1
Hrusovsky, John	Academic Affairs, Office of	Consulting services (OIT)	\$75,000	1					\$75,000	1
Huron Consulting Group LLC	Research, Office of	Consulting services (Responsible Research Practices)	\$240,000	1					\$240,000	1
IBM	Academic Affairs	Software maintenance renewal (OIT)	\$127,065	1					\$127,065	1
Interactive Intelligence	Academic Affairs	Software maintenance renewal (UNITS)	\$92,954	1	\$92,954	1				
Katz, Steven E. MD., Inc.	Medicine, College of	Medical equipment (Ophthalmology)	\$87,250	1					\$87,250	1
Knight, John S. Center	MAPS, College of	Catering for Nanotechnology Summit (Ohio Ctr. for Theoretical Science)	\$54,246	1	\$54,246	1				
Land Grant Univ Tax Edu Foundation, Inc.	FAES, College of	2007 National income tax books (Ag, Envir & Dev. Econ.)	\$27,600	1					\$27,600	1
Liberty Awards & Engraving	Engineering, College of	Plaques and trophies (Aviation)	\$40,231	1					\$40,231	1
Li-Cor, Inc.	FAES, College of	Lab supplies and equipment (OARDC Human Nutrition & Food Mgmt./ Entomology)	\$93,085	2	\$52,000	1			\$41,085	1
Life Measurement, Inc.	Education, College of	Lab equipment (PAES-School Admin.)	\$38,438	1	\$38,438	1				
Mathworks	Academic Affairs, Office of	Software license renewal (OIT)	\$140,331	1	\$140,331	1				
Meso Scale Diagnostics	Medicine, College of	Medical equipment (Biomedical Research Program)	\$99,250	1	\$99,250	1				
Millar Instruments, Inc.	Medicine, College of	Lab supplies (Anesthesiology)	\$35,700	1	\$35,700	1				
Nima Technology, LTD	MAPS, College of	Lab equipment (Physics)	\$31,675	1	\$31,675	1				
OB Atwell & Company	Academic Affairs, Office of	Office space rental (Wellness-OHR)	\$58,815	1					\$58,815	1
Ohiolink	Research, Office of	Rent for office space, 2455 North Star Rd., Columbus (Ohio Learning Network)	\$133,753	1					\$133,753	1
OSU Eye Physicians & Surgeons LLC	Medicine, College of	Medical equipment (Ophthalmology)	\$1,049,045	1					\$1,049,045	1
Professional Computing Resources	Academic Affairs, Office of	Networking software (OIT)	\$200,000	1	\$200,000	1				
Radio One, Inc.	Academic Affairs	Radio advertising (UAFYE Strategic Planning)	\$142,735	1	\$142,735	1				
Stansted Fluid Power, LTD	FAES, College of	Lab equipment (Food Sci & Tech)	\$80,750	1	\$80,750	1				
Sterling Globalcall Center	Soc and Behav Sci, College of	Telephone interviewing (Human Resource Research)	\$108,000	1					\$108,000	1
Strohl Systems	Academic Affairs, Office of	Software maintenance renewal for web server (Chief Info Officer Admin.)	\$77,372	1	\$77,372	1				
Teague Enterprises	Medicine, College of	Lab equipment (Heart & Lung Inst.)	\$50,100	1					\$50,100	1
Techno, Inc.	MAPS, College of	Spectrophotometer (General Chemical Operations)	\$120,000	1	\$120,000	1				
Techniques Dental Lab, Inc.	Dentistry, College of	Dental equipment ( Dental Lab)	\$54,500	1					\$54,500	1

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Vendor	Unit	Description of Goods and Services	Total		Sole Source		Emergency		Sufficient Econ. Reason	
Thompson Audio Services	The Arts, College of	OSU Marching Band (CDS School of Music)	\$100,000	1	\$100,000	1				
United Producers, Inc.	FAES, College of	Steers (OARDC Animal Science Centers)	\$66,780	1					\$66,780	1
Virginia, University of	Law, College of	Teaching services (Law Faculty)	\$108,756	1	\$108,756	1				
Wright State University	Social Work, College of	Teaching services (Law Faculty)	\$65,436	1	\$65,436	1				
<b>Administrative Support Equipment &amp; Services</b>			<b>\$6,721,948</b>	<b>50</b>	<b>\$3,415,541</b>	<b>28</b>	<b>\$203,711</b>	<b>4</b>	<b>\$3,102,696</b>	<b>18</b>
ABC Apprenticeship	Facilities Operations and	Educational fees (Maintenance)	\$54,600	1	\$54,600	1				
ASI Modulex	General Univ/Facilities	Digital display equipment (Biomedical Research Tower)	\$40,671	1	\$40,671	1				
Assistant Coach Systems LLC	Athletics, Department of	Assistant Coach software (St. John Arena)	\$144,951	1	\$144,951	1				
Best Access Systems	Facilities Operations and Development	Locks and lock parts (Lock Shop)	\$70,000	1	\$70,000	1				
Black Dog Sports LLC	Athletics, Department of	National championship coaches trophy	\$30,000	1	\$30,000	1				
Boaters Emergency Service, Inc.	Facilities Operations and Development	Temporary transport of drinking water to Gibraltar Island (Lake Erie Shop)	\$222,997	2	\$222,997	2				
Cambridge Assoc. LLC	Treasurer, Office of	Investment consulting services (Treasury Accounting)	\$60,000	1					\$60,000	1
Clear Channel	Athletics, Department of	Radio advertising (Marketing)	\$200,000	1	\$200,000	1				
Cliffwater LLC	Treasurer, Office of	Investment consulting services (Treasury Accounting)	\$600,000	1					\$600,000	1
Coatings Specialist Group	Athletics, Department of	SportsAide and TurfAide treatment (Sports Facilities)	\$151,453	1	\$151,453	1				
Columbus Dispatch	Athletics, Department of	Print advertising (Marketing & Promotions)	\$150,000	1	\$150,000	1				
Copyright Clearance Center, Inc.	Business Operations	Copyright permission (Printing Services)	\$113,000	1	\$113,000	1				
COSI Columbus	University Relations, Office of	Space lease (WOSU Stations)	\$104,526	1	\$104,526	1				
Daktronics, Inc.	Student Affairs, Office of	Scorekeeper's table (Schottenstein Center)	\$219,700	1					\$219,700	1
Dun & Bradstreet	Development, Office of	Database subscription renewal (Development Research)	\$26,659	1	\$26,659	1				
Eastman Kodak Co.	Business Operations	Consumables for the NexPress (Printing Services)	\$330,000	2	\$330,000	2				
Educational Computer Systems, Inc.	Treasurer, Office of	Collection and billing services (Student Loan Services)	\$155,000	2					\$155,000	2
Field Turf	General Univ/Local Project	Synthetic turf (Ohio Stadium)	\$26,730	1					\$26,730	1
Fitch, Inc.	Treasurer, Office of	Rating agency fees (General Univ/Debt Management)	\$50,000	1					\$50,000	1

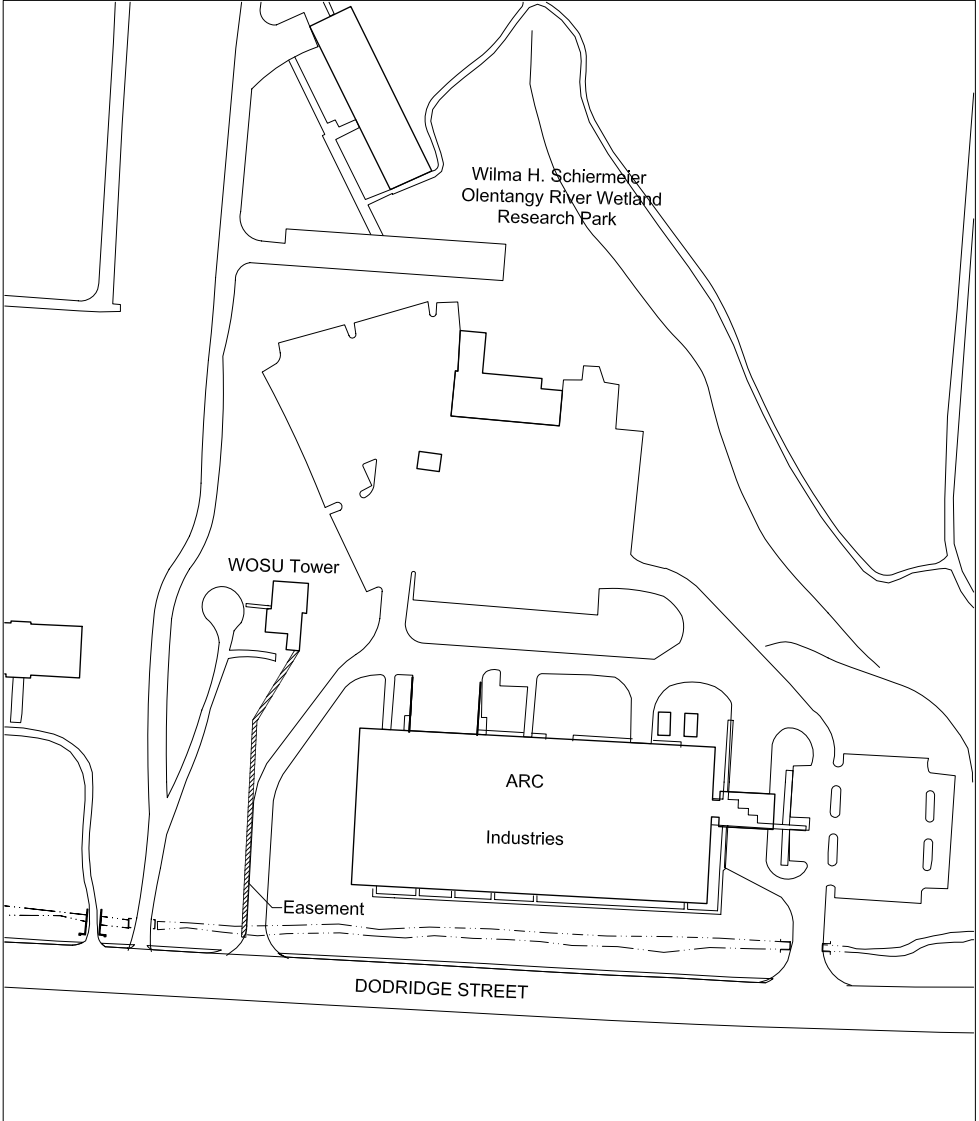
**Report on Waivers of Competitive Bidding Requirements: July - September 2007**

Vendor	Unit	Description of Goods and Services	Total		Sole Source		Emergency		Sufficient Econ. Reason	
Forest Incentives, LTD	University Relations, Office of	Member premiums (WOSU Development)	\$60,000	1	\$60,000	1				
Gillig Corporation	Business Operations	Bus parts (T&P-Vehicle Maintenance)	\$75,000	1	\$75,000	1				
Grand Rental Station	Student Affairs, Office of	Tent and equipment rental (Blackwell Inn)	\$64,500	1					\$64,500	1
Graybar Electric Co.	General Univ/Local Project	Switchgear replacement (McCracken Power Plant)	\$44,850	1			\$44,850	1		
Harvard Business School Publishing	Business Operations	Copyright permission (Printing Services)	\$146,000	1	\$146,000	1				
Huntington National Bank	Treasurer, Office of	Trustee services (General Univ/Debt Management)	\$110,000	1					\$110,000	1
Information Works, Inc.	Business Operations	Printer management service (Printing Services)	\$100,000	1					\$100,000	1
Laplaya Beach Resort	Development, Office of	Catering-Winter College 2008 (Events)	\$70,000	1	\$70,000	1				
Magnetic Technologies Corporation	General Univ/Facilities	Transformer replacement (Cramblett Hall)	\$52,877	1			\$52,877	1		
Maximus	Facilities Operations and Development	Annual maintenance agreement and support (McCracken Power Plant)	\$63,463	1	\$63,463	1				
Moodys Investors Service	Treasurer, Office of	Debt maintenance fees (General Univ/Debt Management)	\$65,000	1					\$65,000	1
National Public Radio	University Relations, Office of	Programming fees (WOSU AM)	\$256,812	1	\$256,812	1				
Net Jet Sales, Inc.	Business and Finance	Flight services	\$220,000	1					\$220,000	1
Nike, Inc.	Athletics, Department of	Sporting goods (Golf Course Pro Shop)	\$40,000	1	\$40,000	1				
Ohio Attorney Generals Office	Treasurer, Office of	Collection and billing services (Student Loan Services)	\$795,000	1	\$795,000	1				
On Site System, Inc.	Facilities Operations and Development	Software upgrade (Environmental Health & Safety)	\$56,030	1					\$56,030	1
Paciolan	Athletics, Department of	Mail hosting and E-Venue fees (Ticket Office)	\$444,000	2					\$444,000	2
Pipe Valves, Inc.	General Univ/Facilities	Heating/hot water system repair (Journalism Bldg.)	\$26,487	1			\$26,487	1		
PPG Architectural Finishes	Student Affairs, Office of	Paint supplies (Facilities Administration)	\$31,736	1					\$31,736	1
Queen City Club	Development, Office of	Catering services (Events)	\$58,833	1	\$58,833	1				
Resolute Racing Shells	Athletics, Department of	Eight person rowing shell	\$37,020	1	\$37,020	1				
Roscor Corporation	University Relations, Office of	Chyron channel equipment (WOSU TV)	\$34,606	1	\$34,606	1				
Standard & Poors	Treasurer, Office of	Analytical services (General Univ/Debt Management)	\$100,000	1					\$100,000	1
State Street Bank & Trust Co.	Treasurer, Office of	Investment custodial fees (Treasury Acct.)	\$800,000	1					\$800,000	1
Superior Elevator Technologies	General Univ/Facilities	Elevator repairs (Smith Lab)	\$79,497	1			\$79,497	1		
USA Today	Student Affairs, Office of	Newspaper delivery (Residence Life)	\$40,000	1	\$40,000	1				
WCMH-TV	Student Affairs, Office of	Television advertising (Schottenstein Center)	\$99,950	1	\$99,950	1				

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Vendor	Unit	Description of Goods and Services	Total		Sole Source		Emergency		Sufficient Econ. Reason	
<b>Remarketing Fees</b>			<b>\$270,000</b>	<b>1</b>	<b>\$0</b>	<b>0</b>	<b>\$0</b>	<b>0</b>	<b>\$270,000</b>	<b>1</b>
Fifth Third Securities	Treasurer, Office of		\$50,000						\$50,000	
JP Morgan Securities			\$60,000						\$60,000	
Lehman Brothers, Inc.			\$50,000						\$50,000	
Merrill Lynch World Headquarters			\$50,000						\$50,000	
Morgan Stanley			\$60,000						\$60,000	
<b>Asset Management Fees</b>			<b>\$3,640,000</b>	<b>1</b>	<b>\$0</b>	<b>0</b>	<b>\$0</b>	<b>0</b>	<b>\$3,640,000</b>	<b>1</b>
Brandywine Global Investment Mgmt Loc	Treasurer, Office of		\$100,000						\$100,000	
Delaware Management Co.			\$150,000						\$150,000	
Diamond Hill Capital Management, Inc.			\$90,000						\$90,000	
Fifth Third Bank			\$200,000						\$200,000	
State Street Bank & Trust Co.			\$3,100,000						\$3,100,000	
<b>Investment Manager Advisor Fees</b>			<b>\$4,580,000</b>	<b>1</b>	<b>\$0</b>	<b>0</b>	<b>\$0</b>	<b>0</b>	<b>\$4,580,000</b>	<b>1</b>
Bernzott Capital Advisors	Treasurer, Office of		\$250,000						\$250,000	
Blackrock Capital Management			\$550,000						\$550,000	
Cypress Asset Management			\$50,000						\$50,000	
GW Capital, Inc.			\$100,000						\$100,000	
Hoover Investment Management Co. Loc			\$280,000						\$280,000	
Hughes Capital Management			\$80,000						\$80,000	
Huntington National Bank			\$140,000						\$140,000	
Independence Investment Loc			\$280,000						\$280,000	
JP Morgan Securities			\$180,000						\$180,000	
Lehman Brothers Asset Management Loc			\$170,000						\$170,000	
LSV Asset Management			\$420,000						\$420,000	
Meeder Financial			\$230,000						\$230,000	
Newgate Capital Management Loc			\$260,000						\$260,000	
Nicholas Applegate Capital Management			\$880,000						\$880,000	
Opus Capital Management			\$250,000						\$250,000	
Voyageur Asset Management, Inc.			\$460,000						\$460,000	
<b>TOTAL</b>			<b>\$54,985,582</b>	<b>192</b>	<b>\$37,948,526</b>	<b>127</b>	<b>\$301,211</b>	<b>6</b>	<b>\$16,735,845</b>	<b>59</b>

Easement to Time Warner Telecom of Ohio, LLC., WOSU Antenna, 350 West Dodridge St.





**The Ohio State University  
Board of Trustees  
November 2, 2007**

**TOPIC:** Medical Center Master Facilities Plan

**CONTEXT:**

This is the fourth in a series of briefings on this topic.

Most recent briefing was 9/21/07.

**SUMMARY:**

Five issues were identified for follow-up at the July 13 presentation. These are:

1. Recommended Key Attributes (Attachment A)
2. Recommended Program Management Structure (Attachment B)
3. Recommended Financial Parameters (included in Attachment A-2)
4. Recommended Next Steps (Attachment C)
5. Other Time Sensitive Capital Projects (Attachment D)

**CONSIDERATIONS:**

- What additional information would the Board like to have?
- What happens next?

**REQUESTED OF BOARD OF TRUSTEES:**

For information and discussion. No vote required

**KEY ATTRIBUTES: Criteria for Facility Priority Within the MFP**

**Programmatic Priority**

- Patient centered care
- Programs that accelerate elevation to top 20 AMC status/top 10 NCI status
- Prioritization of six signature programs
- Maintenance of CCC designation and PPS exemption
- Leveraging technology as a differentiator
- Program commitments to existing contractual relationships
- Ambulatory strategy that fosters community outreach

**Financial Feasibility**

- Meet University, Medical Center and James financial goals
- Ability to repay debt (margin/demand)
- Ability to fundraise for programmatic priorities
- Protection of DRG exemption
- Inpatient capacity and mix of service as a driver of revenue
- Additional revenue generating possibilities

**Physical Feasibility**

- Necessary infrastructure
- Supporting agencies that enhance patient care and translational research
- Utilize existing building condition scores for replacement prioritization

**KEY ATTRIBUTES: Parameters for Capital Expenditures**

- Extended timeline to 2014 for newly defined phasing (to be refined)
- Add an additional bond sale:
  - \$150M for program (approximate)
  - \$100M for escalation (approximate)
- Add a fund raising component (working target - \$75M)
- Comparison of current bond schedule with proposed schedule

<b>FY</b>	<b>Current</b>	<b>Proposed</b>
07-08	\$117	\$117
09-10	\$243	\$243
11-12	\$307	\$307
13-14	--	\$250
	\$667	\$917

- Be more explicit about funding for moveable equipment, including reconciled current \$60-\$70 million annual capital budget with the revised master facilities plan. Prioritize equipment purchases on:
  - Serving multiple programs
  - Revenue generation
  - Expense reduction
  - Technological advancement
- Develop a comprehensive sources and uses statement by year

**KEY ATTRIBUTES: Revised Phasing Plan**

Phase I –	Projects already under construction	
	<ul style="list-style-type: none"> <li>• Master Plan (umbrella project) \$ 9.8M</li> <li>• North Doan Faculty Office Building and Digestive Health Center \$35.9M</li> <li>• Ross Heart Hospital Addition \$32.3M</li> <li>• MRI Relocation <u>\$ 7.0M</u></li> </ul>	
	Sub Total	
	\$85.0M	

*(NOTE: Sub Total does not include approximately \$16M in planning and design fees related to other projects).*

## Phase II – through 2014

- A. Necessary enabling infrastructure (parking, utilities, etc.)
- B. New Cancer Hospital and Critical Care Tower
- C. TBD

## Phase III – 2014 and beyond

- TBD

NOTE: Programmatic and financial implications of delay from the earlier timetable need to be addressed.

**Statement Regarding  
Medical Center Master Facilities Plan**

**Project Management Structure**

The Medical Center Master Facilities Plan will be the largest and most complex capital undertaking in the history of the University. It is imperative this project, or series of projects, be successful.

Both outside consultants have recommended an integrated and comprehensive management structure to make sure the goals are achieved. We concur with that recommendation.

This Master Facilities Plan will involve a series of projects that will require coordination among several different university units including the Medical Center, Health System, James Cancer Hospital, the Comprehensive Cancer Center and the Office of Business and Finance – all of which report to different entities within the University.

In addition, these projects involve more than construction. They require close coordination with hospital, college and university operations, financial and strategic plans, as well as fund raising. Consequently, we will refer to the overall structure that integrates these elements as the program management structure.

In order to integrate this process into something that is accountable and transparent, we propose the following:

- The ultimate decider is the President of the University, who in turn is responsible to the University Board of Trustees.
- Overall responsibility of the program rests with the Executive Sponsors. They are: Chris Culley, Pete Geier, Dave Schuller, Bill Shkurti, Chip Souba

One of the key responsibilities of the Executive Sponsors will be to hire the Executive Program Director who will report to them. The Executive Program Director will be a person familiar with management of the operations and finances of large academic medical centers and health systems, as well as the impact of large construction projects on those operations.

The Executive Program Director will have overarching responsibility for the Master Facilities Plan, which will include overseeing four inter-organization teams, the heads of whom will report to him/her. Those teams are:

- Program and Operations
- Facilities
- Finance
- Development

**Medical Center Master Facilities Plan Work List****Executive Sponsors**

- Provide overall strategic direction and operational oversight
- Align programmatic, operational and financial priorities
- Communicate to the President and Board of Trustees
- Hire Executive Program Director- provide support and guidance to same
- Oversee consultants
- Approve timelines
- Approve comprehensive business plan
- Approve vision and design concept
- Internal and external communications

**Programming and Operations Team**

- Develop agreed upon fact base
- Develop metrics for programmatic success
- Develop and track volume projections
- Identify moveable equipment needs
- Reconciliation with other plans
- Develop a plan for continuing operations during construction, including moving and swing space
- Refine and implement an Ambulatory Care strategy

**Facilities Team**

- Develop options for revised facilities plan, including key elements of revised phases
- Document what is in and what is out
- Develop revised schedule and timeline
- Provide additional detail regarding infrastructure and contingencies
- Clarify hand-offs from schematic design to design development
- Evaluate impact of revised reporting structure on facility operations
- Assess impact of other large construction projects in the area
- Assess impact, if any, of removal of 5<sup>th</sup> Avenue dam
- Provide operational oversight of construction
- Reconciliation with other plans
- Engagement of design team and construction managers
- Develop a Gap Strategy
- Advance University sustainability goals

**Finance Team**

- Develop comprehensive business plan
- Determine financial impact of revised construction schedule
- Incorporate appropriate cost reduction component
- Develop financial risk management strategies based on alternative scenarios
- Assess financial implications of new governance structure
- Provide funding options for moveable equipment
- Develop options for financial goals
- Reconciliation with other plans

**Public/Private Fund Raising Team**

- Propose overall goal
- Recommend counting rules
- Align fund raising goals with specific projects
- Coordination with University Development
- Develop strategies for city, state and federal support in conjunction with the University
- Identify other alternatives

**Interim Executive Program Director**

- Market for experienced hospital construction managers is very tight nationally; search for a permanent Executive Program Director could take some time
- Additional delay could cause serious capacity, competitive, financial and retention problems
- Therefore, an interim Executive Program Director may be needed
- Experienced search firm will assist the University in filling both the interim and permanent positions
- Interim Director could be a person or a firm
- Early emphasis is on project management and construction planning
- 9-12 month contract to assure continuity

**Next Steps  
(December Board Meeting)**

1. First reading of agreed upon Revised Master Facilities Plan Vision.
2. Progress report on Executive Program Director search.
3. Discussion of emerging issues:
  - a. Ambulatory Care Plan
  - b. Gap Strategy
4. May request approval for some or all of the following:
  - a. Low risk, high benefit enabling projects (Attachment D)
  - b. Additional consulting work to refine cost estimates and sequencing of plan revision.
  - c. Low risk, high benefit lease(s) for ambulatory sites.
5. Goals for February Board meeting

**OSUMC Enabling Project Summary**  
**Updated 10.8.2007**

**Enabling Project – Permission to advertise and complete the Design Development Services in December to ensure critical timelines can be achieved later in the project process.**

**Oxygen tank farm:**

The existing medical tank farm is located just off of 12th Avenue adjacent to the loading docks of Doan Hall. They are the primary and back-up feeds for all hospital medical gas usage.

The current location will interfere with the development of the new hospital expansion, specifically the Emergency Department. The tank farm must be fully relocated and operational prior to the demolition of Means Hall. The new location will be adjacent to Atwell Hall and is part of the Infrastructure-Roadway Project nearing its completion of the SD phase.

Planning for this soon is important – because OSUMC needs to have this up and running in a new location before the existing farm can come down – this will help us recoup time later as we do plan recovery.

**MRI, Means and South Cannon Garage Demo:**

Both Means Hall and the MRI building are situated within the footprint of the proposed new hospital expansion. Means Hall currently houses faculty and staff primarily while the MRI is actively providing imaging services to meet the hospital's patient demands. The occupants of means by the end of this year will be nearing 85% vacancy with the remaining to be back filled into Cramblett.

The new MRI project under construction as part of the Master Plan will replace the operations of the current MRI building with some added capacity. Planning for the demo now will allow razing the buildings sooner as oppose to later will allow us sufficient time to prep and relocate primary Security and Information System utilities as the hospital expansion nears final design phases.

**Cramblett:**

The Third and Fourth Floors of Cramblett will provide the final space needed to completely vacate Means Hall. The projects scope is primarily a light renovation of space, "patch & paint" and moving exercise. Cramblett is currently undergoing a shuffling of tenants as other projects, North Doan Tower, Morehouse Pavilion are being completed. Cramblett represent the clearing house for Means occupants and the will allow us to start abatement procedures required in the near future.

**Other Logistical and Relocation Projects:**

These projects represent a multitude of interrelated areas which have an effect on the sequencing and coordination of the overall enabling work. They are comprised of utilities, temporary structures, and lay-down areas required to execute targeted areas, this may include the Polo field relocation.

**Summary**

All project requests are for the continuation of design only so that documentation will be in place as future projects develop. The risk of change with respect to the Master Plan is relatively minor assuming the site for the new hospital is agreed upon by all parties. These enabling or "make ready" projects will allow us to be better prepared for the near future.

**Total professional fees, inclusive of FDC and project contingency are approximately \$2.4 million.**

**Total project cost estimates for these efforts will be developed during design.**