

3335-1-03 Administration of the university.

- (A) The office of the president shall consist of the president and such additional assistants as the president, in consultation with the board, may from time to time appoint.
- (B) The president.
 - (1) The president shall be the chief executive officer of the Ohio state university and shall be responsible for the entire administration of the university, subject to control of the board of trustees and excepting therefrom those functions reserved exclusively to the senior vice president for business and finance and chief financial officer and trustees in paragraph (G) of this rule. The president shall lead in fostering and promoting education and research as the primary aims of the university. It shall be the duty of the president to enforce the bylaws, rules and regulations of the board of trustees, and, as a member of the faculty, to interpret to the board proposals and actions of the faculty. The president is hereby clothed with the authority requisite to that end.
 - (2) Any authority or responsibility of the president may be delegated by the president to another person in the office of the president or to any other member of the faculty or staff of the university. Delegation of major areas of authority or responsibility shall have the prior consent of the board of trustees.
 - (3) The president shall be a voting member of all college faculties, of the graduate school faculty, and of the faculty of the arts and sciences, and shall be a voting member and presiding officer of the university faculty and of the university senate. The president shall appoint all committees of the university faculty and of the university senate, unless membership has been designated by rule.
 - (4) After consultation with the steering committee of the university senate, the president may recommend to the board of trustees candidates for honorary degrees. The number of candidates so recommended shall be limited to eight per calendar year. This right and its limitation in no way abrogates the power of the university senate to recommend candidates for honorary degrees (rule 3335-5-41 of the Administrative Code).
- (C) The president; duty to present matters to the board. All major appointments and all major questions of university policy, including the annual budget, to be recommended by the president shall be presented (either completely or in summary form) by the president to each member of the board prior to the meeting at which the matter is to be considered by the board.
- (D) The president; relation to faculty and staff. All members of the faculty shall be responsible to the chair of their department or to the director of their school and through the chair or director to the dean and the president for the faithful and efficient performance of their duties. Every other member of the university staff shall be so responsible to his or her division head and through the division head (and when applicable) to his or her director and dean, and then to the president.
- (E) Senior leadership.
 - (1) President's council.
 - (a) The president's council shall consist of the president, who shall serve as chair; the executive vice president and provost; the senior vice president for business and finance and chief financial officer; the senior vice president and special assistant to the president; the vice president for student life; the vice president for outreach and

engagement; the senior vice president for health sciences; the vice president for agricultural administration and executive dean for food, agricultural, and environmental sciences; the senior vice president for development and president of the university foundation; the senior vice president for research; the senior vice president for university relations; the vice president for legal affairs and general counsel; the vice president for health services; the vice provost for minority affairs; the associate vice president for human resources; the executive dean of the colleges of the arts and sciences; the executive dean for the professional colleges; the executive dean for the regional campuses; the secretary of the university senate; the chief information officer; the assistant vice president and director of athletics; other members of the president's office as the president shall designate; and the secretary of the board. The primary focus of the president's council shall be information sharing and communication and such other roles as the president shall determine from time to time.

- (b) Each member of the president's council shall have a major area of responsibility as assigned by the president, in consultation with the board of trustees. He or she shall be the executive head of that area and, subject to the control of the president, shall exercise authority within and be responsible for the administration of that area and such other responsibilities as may be assigned to him or her by the president from time to time. Unless otherwise specified, all assigned responsibilities shall be on a university-wide basis, including the regional campuses of the university.

Within each president's council member's office there shall be such principal administrative officials as are approved by the president.

Each member of the president's council shall keep appropriate records regarding the administration of his or her area, and such records shall be available to the president upon request.

- (2) Senior management council. The senior management council shall consist of the executive vice president and provost, who shall serve as chair; the senior vice president for business and finance and chief financial officer; the senior vice president and special assistant to the president; the vice president for student life; the vice president for outreach and engagement; the senior vice president for health sciences; the vice president for agricultural administration and executive dean for food, agricultural, and environmental sciences; the senior vice president for development and president of the university foundation; the senior vice president for research; the senior vice president for university relations; the vice president for legal affairs and general counsel; the associate vice president for human resources; and other members as designated by the president from time to time. The counselor to the president, the assistant to the president and director of operations, and the secretary of the board shall be ex officio members of the senior management council. The primary focus of the senior management council shall be consideration of major policy issues, information sharing and such other roles as the president and the executive vice president and provost shall determine from time to time.
- (3) Integrated financial planning group. The integrated financial planning group shall consist of the executive vice president and provost, who shall serve as chair; the senior vice president for business and finance and chief financial officer; the senior vice president for health sciences; the vice president for health sciences; and other members as designated by the president from time to time. The primary focus of the integrated financial planning group shall be the development and assessment of budget models and financial integration and such other financial matters as determined by the president and the executive vice president and provost from time to time.

- (4) Executive committee. The executive committee shall consist of the president, who shall chair the committee; the executive vice president and provost; the senior vice president for business and finance and chief financial officer; the senior vice president and special assistant to the president; the senior vice president for health sciences; the senior vice president for development and president of the university foundation; the senior vice president for university relations; and the vice president for legal affairs and general counsel; and other members as designated by the president from time to time. The counselor to the president, the assistant to the president and director of operations, and the secretary of the board shall be ex officio members of the executive committee. The primary focus of the executive committee shall be discussion and decision making with respect to major administration policy issues and such other matters as determined by the president from time to time.
- (F) Executive vice president and provost. The major area of responsibility and authority of the executive vice president and provost shall be that of the instructional and faculty affairs of the university, and the chief operating officer of the university. Without limiting the generality of the foregoing, the executive vice president and provost shall, under the direction of the president and with the approval of the board of trustees, be responsible and have the requisite authority for: providing coordinated leadership for the development and evaluation of curricular patterns and teaching methods; the selection, promotion, professional development, tenure and salary of instructional staff; in partnership with the senior vice president for business and finance, develop and administer the university budget; development and administration of human resources programs and services for faculty and staff; through the office for the coordination of minority affairs and in cooperation with the other existing agencies of the university, the development and maintenance of supplemental programs for the recruitment, orientation, counseling, tutoring, and financial assistance for minority students and the search for necessary funds to support these programs; through the constituent academic divisions, the appraisal of the effectiveness of academic counseling and devising the organization and procedures to improve its effectiveness; the development and administration of policies and operating procedures for enrollment services including admissions, registration, records, and scheduling; student financial aids and scholarships; the development of the services of the university libraries and other learning resources; the development of instructional programs of the departments of air force aerospace studies, military science and naval science; the development of the four regional campuses; oversight of the office of the chief information officer and university systems; and as a deputy of the president of the university, the coordination of all matters administratively assigned to the other vice presidents of the university which relate to the academic program of the university.
- (G) Senior vice president for business and finance and chief financial officer. The major area of responsibility and authority of the senior vice president for business and finance and chief financial officer shall be that of the administration of the university's business, financial and administrative operations. Without limiting the generality of the foregoing, the senior vice president for business and finance and chief financial officer shall, under the direction of the president and with the approval of the board of trustees, be responsible and have the requisite authority for: long-range financial planning to support the academic mission and goals of the university; oversight of the allocation and use of resources, and oversight of the functions and activities of the university's senior fiscal officers; resource planning and allocation, including formulation, review and monitoring of capital and current funds budgets, enrollment projects, and monitoring the impact of the state budget process of the university; administration of the office of the university treasurer, including managing university debt instruments and cash flow; administration of the office of the vice president and chief investment officer; administration of the office of the controller, including financial accounting and management and indirect cost analysis and recovery; coordination of administrative systems related to the university's business processes; facilities planning

and development, including space use planning and utilization, real estate services, and physical master planning; utilization and maintenance of the physical facilities, including university-wide environmental health and safety; business operations, including university procurement, trademark and licensing programs, transportation and parking services, and retail operations; university public safety; internal audit; and coordination of all matters administratively assigned to the other vice presidents which relate to the business and administrative areas of the university. The senior vice president for business and finance and chief financial officer shall report to the president and, as appropriate, shall consult with the executive vice president and provost.

The senior vice president shall have exclusive responsibility for recommending to the board of trustees qualified providers of financial services, which services are necessary to implement university operational and policy decision and the trustees shall act directly on such recommendation, delegating no part of that duty.

- (1) In making the recommendation the senior vice president shall broadly survey the financial service community for qualified providers, requesting proposals from them.
 - (2) From qualified providers responding, the one recommended shall offer treatment, including price, preferential to or the same accorded other customers in similar transactions.
- (H) Senior vice president and special assistant to the president. The major areas of responsibility and authority of the senior vice president and special assistant to the president shall be that of forging unified university-focused relationships, priorities, and programs across all areas of student development and community engagement. Without limiting the generality of the foregoing, the senior vice president and special assistant to the president shall, under the direction of the president and with the approval of the board of trustees, be responsible and have the requisite authority for: oversight, guidance, and mentoring of university leaders with respect to: the student living-learning experience on and off campus; planning, construction, acquisition, and improvement of student residential and service facilities; fostering new relationships with surrounding communities and assisting in economic development and revitalization of surrounding areas through strategic alliances with corporate and public entities; engagement of student athletic programs in a unified, university-focused way toward athletic and academic success; engagement of outreach programs and activities to connect teaching, research, and service to the benefit of the local, national, and global economy; and university decision processes that productively combine legal analysis with board of trustees governance and strategic long-term university interests; collaboration with the senior vice president for health sciences to further a unified, university-focused relationship of the medical center and the university as a whole; assistance to the president and working in partnership with the executive vice president and provost in determining the best strategies for student admissions and recruitment; assistance to the president and working in partnership with the associate vice president for human resources in recruitment of world-class leadership talent; and assistance to the president and the secretary of the board on special assignments as determined by the president and the secretary of the board. The senior vice president and special assistant to the president shall report to the president and, as appropriate, shall consult with the executive vice president and provost.
- (I) Vice president for student life. The major area of responsibility and authority of the vice president for student life shall be that of the administration of the student services of the university. Without limiting the generality of the foregoing, the vice president for student life shall, under the direction of the president and the senior vice president and special assistant to the president and with the approval of the board of trustees, be responsible and have the requisite authority for: the promulgation of rules governing student conduct both on and off campus; the coordination of student extracurricular activities including all student

(or student-connected) organizations; the administration of all residence hall facilities, campus dining and university catering; operation of the Fawcett center for tomorrow; Younkin success center, and the Drake events center; nonacademic student discipline; the student health service; student union facilities and programs; student recreation and intramural programs; counseling and consultation services and career connection; office for disability services; student wellness programs; parent association; off-campus student services; student housing legal clinic; multicultural center programs; student life assessment; student advocacy center; and the Schottenstein center. The vice president for student life shall report to the senior vice president and special assistant to the president and, as appropriate, shall consult with the executive vice president and provost.

- (J) Senior vice president for health sciences. The major area of responsibility and authority of the senior vice president for health sciences shall be the academic medical center of the university. The academic medical center includes the college of medicine; the Prior health sciences library; centers designated by the provost to be part of the academic medical center; and all hospitals, health services, and health care delivery enterprises owned and/or operated wholly or in part by the university exclusive of:

- (1) Those clinics operated by other colleges; and
- (2) The departmental practice plan corporations.

Without limiting the generality of the foregoing, the senior vice president for health sciences shall, under the direction of the president and provost and with the approval of the board of trustees, be responsible and have the requisite authority for advancing the academic mission of teaching, research, and service and have authority over the academic medical center; and shall be responsible for agreements and cooperative arrangements between the academic medical center and non-university health care providers. The senior vice president for health sciences shall report to the president regarding all administrative and fiscal matters, and to the executive vice president and provost regarding all academic matters.

- (K) Vice president for health sciences. The major area of responsibility and authority of the vice president for health sciences shall be that of advancing the shared leadership of the university medical center to achieve, with the senior vice president for health sciences, the highest level of leadership collaboration, alignment, and accountability. Without limiting the generality of the foregoing, the vice president for health sciences shall, under the direction of the president and the senior vice president for health sciences and with the approval of the board of trustees, be responsible and have the requisite authority for: implementing and advancing the shared leadership of the university medical center outlining clear lines of responsibility and accountability in this new leadership across and within the medical center; ensuring a seamless alignment of operations, patient care, and identification with the university's Arthur G. James cancer hospital and Richard J. Solove research institute; finalizing and implementing the medical center's master facilities plan; and undertaking a leadership role in advancing the president's strategic goals across the medical center. The vice president for health sciences shall report to the senior vice president for health sciences and, as appropriate, shall consult with the executive vice president and provost.

- (L) Vice president for agricultural administration and executive dean for food, agricultural, and environmental sciences. The major area of responsibility and authority of the vice president with respect to agricultural administration and as executive dean for food, agricultural, and environmental sciences shall be that of serving as dean of the college of food, agricultural, and environmental sciences, including the school of environment and natural resources and the agricultural technical institute, and the administrative responsibility for the Ohio agricultural research and development center, and the Ohio state university extension, Stone laboratories, and the Ohio sea grant college program. Without

limiting the generality of the foregoing, the vice president shall, under the direction of the president and with the approval of the board of trustees, be responsible and have the requisite authority for: the administrative details and authorization for all expenditures of agricultural administration which shall be in accordance with policies and procedures of the Ohio state university. The vice president for agricultural administration and executive dean for food, agricultural, and environmental sciences shall report to the president of the university for all administrative and fiscal affairs and to the executive vice president and provost on all academic matters.

- (M) Senior vice president for development and president of the university foundation. The major area of responsibility and authority of the vice president for development and president of the university foundation shall be the administration of the development activities of the university and serving as president of the university foundation. Without limiting the generality of the foregoing, the senior vice president for development and president of the university foundation shall, under the direction of the president and with the approval of the board of trustees, be responsible and have the requisite authority for:
- (1) As senior vice president for development, the management and direction of fund raising, including individual, corporate and foundation giving; formulating policy recommendations; overseeing a university-wide review system for all fund raising projects and coordinating fund raising goals with the academic planning process; and
 - (2) As president of the university foundation, for the proper management and coordination of the activities of the foundation, and assisting the board of directors in developing long-range fund raising activities, as well as other related functions which serve to enhance the university.

The senior vice president for development and president of the university foundation shall report to the president, and, as appropriate, shall consult with the executive vice president and provost.

- (N) Senior vice president for research. The major area of responsibility and authority of the senior vice president for research shall be that of encouraging, stimulating, and coordinating the research programs of the university. Without limiting the generality of the foregoing, the senior vice president for research shall, under the direction of the president and executive vice president and provost and with the approval of the board of trustees, be responsible and have the requisite authority for: developing broad policies and operating procedures for the research activities of the university; stimulating research developments and assisting in the evaluation of the total research program of the university; providing advice and assistance to college research administrators in the development of research programs within the colleges; supplying coordinated leadership in securing governmental, industrial, and individual support for the research programs of the university; developing the interdepartmental and inter-college cooperative arrangements for the administration of the research projects; in cooperation with the dean of the graduate school, assist in the coordination of the research programs and the instructional program of the university; and in cooperation with the senior vice president for business and finance, be responsible for developing the contracting procedures and contract terms for sponsored research undertaken by the colleges and divisions of the university. The senior vice president for research shall report to the executive vice president and provost.
- (O) Senior vice president for university relations. The major area of responsibility and authority of the senior vice president for university relations shall be the communications, public relations, and marketing of the university, WOSU stations, and the administration of all aspects of the university's relationships and dealings with federal, state and local government officials, representatives and agencies to advance the university's mission and substantive agenda. Without limiting the generality of the foregoing, the senior vice

president for university relations shall, under the direction of the president and with the approval of the board of trustees, be responsible and have the requisite authority for: developing broad policies and operating procedures for communications, public relations, and marketing activities in support of the university's institutional goals; developing and implementing the university's marketing, communications, and public relations strategies; coordinating all internal and external institutional marketing and communications activities; instituting and coordinating collaborative strategies and activities with academic and academic-support units; presenting the university properly to its key audiences nationally and statewide; and informing the university's constituencies about the many benefits it offers and services it provides; advising the president and senior university leadership on all legislative and regulatory matters impacting the university's interests; overseeing the development of strategies to effectively advance the university's academic agenda with government policymakers and funding agencies at all levels; maintaining top-level communications between the university and government officials; and overseeing development of support for the university's agenda among advocacy groups, institutional colleagues, policymakers, and Ohio citizens. The senior vice president for university relations shall report to the president, and, as appropriate, shall consult with the executive vice president and provost.

- (P) Vice president for legal affairs and general counsel. The major area of responsibility and authority of the vice president for legal affairs and general counsel shall be that of administration of legal affairs for the university. Without limiting the generality of the foregoing, the vice president for legal affairs and general counsel shall, under the direction of the president and the senior vice president and special assistant to the president and with the approval of the board of trustees, be responsible and have the requisite authority for: provide legal advice to the board of trustees, the president, and university officers and administrators. The vice president for legal affairs and general counsel shall, subject to the Ohio Revised Code sections 109.02, 109.12 and 3345.15, be the chief legal officer of the university and supervise all legal work performed on behalf of the university, including legal and contract services. The vice president for legal affairs and general counsel shall serve in an appropriate capacity with university affiliated organizations to coordinate legal matters between the university and these affiliated organizations. The vice president for legal affairs and general counsel, working with the secretary of the board of trustees, shall be responsible for the safekeeping of the university's legal documents and records. The vice president for legal affairs and general counsel shall report to the president and to senior vice president and special assistant to the president and, as appropriate, shall consult with the executive vice president and provost.
- (Q) Vice president for outreach and engagement. The major area of responsibility and authority of the vice president for outreach and engagement shall be that of providing the university's organizing focus for collaborations, partnerships, and other programs with external public and private organizations, businesses, and communities. Without limiting the generality of the foregoing, the vice president for outreach and engagement shall, under the direction of the president and the senior vice president and special assistant to the president and with the approval of the board of trustees, be responsibility and have the requisite authority for: linking business and the people of Ohio and beyond with university resources; linking students with global learning experiences; fostering, establishing, and nurturing public and public/private collaborations in furtherance of the university's academic plan to build local communities, the state's economy, and national and international programs of distinction and service; enhancing teaching and learning in Ohio's educational systems; providing comprehensive urban master planning across the university, related entities, and surrounding communities; and coordinating service learning initiatives and continuing education programs. The vice president for outreach and engagement shall report to the senior vice president and special assistant to the president and, as appropriate, shall consult with the executive vice president and provost.

- (R) Vice president and chief investment officer. The major area of responsibility and authority of the vice president and chief investment officer shall be that of the development, maintenance, and oversight of the strategic financial investment policies and programs of the university. Without limiting the generality of the foregoing, the vice president and chief investment officer shall, under the direction of the president and the senior vice president for business and finance and chief financial officer and with approval of the board of trustees, be responsible and have the requisite authority for: development and oversight of the investments function for the university; selection and oversight of investment managers to ensure alignment with investment policies; development of proposed asset allocation models; serving as the primary advisor to the board of trustees, the president, and the senior vice president for business and finance and chief financial officer with respect to issues and activities related to the university's investment portfolio and its performance; establishment and maintenance of relationships throughout the global investment community to ensure that the university has access to best-in-class research and managers; and oversight of the investment function to ensure adherence to high ethical standards, appropriate internal controls, and legal requirements and to ensure that assets are well diversified to optimize returns while controlling risks. The vice president and chief investment officer shall report to the senior vice president for business and finance and chief financial officer and, as appropriate, shall consult with the executive vice president and provost.
- (S) Advisory committees. The president and, subject to the direction of the president, each member of the president's council shall have authority to designate advisory committees to advise in affairs relating to their respective responsibilities. These committees shall have such responsibilities as are assigned to them, and committee membership shall be determined by the person designating the committee. Any such committee may be discharged at any time by the person designating it.
- (T) Principal administrative officials.
- (1) The term "principal administrative official" shall include the members of the president's council, the deans of the colleges and the dean and directors of regional campuses and their designated staffs, the director of the university libraries, chairs of academic departments, directors of schools and academic centers, and such other administrative officials as determined by the president.
 - (2) The president of the university and the members of the president's council shall be responsible for conducting both annual and periodic formal reviews of the principal administrative officials in their areas of responsibility.
 - (a) The purpose of the annual review shall be:
 - (i) To evaluate the official's performance;
 - (ii) To provide information for improvement;
 - (iii) To determine whether the official should be recommended for continued appointment; and
 - (iv) To recommend compensation.
 - (b) The purpose of the formal periodic review shall be:
 - (i) To evaluate in a comprehensive manner the official's performance through formal review procedures;

- (ii) To provide information for improvement; and
 - (iii) To determine whether or not the official should be recommended for continued appointment.
- (c) Recommendations shall be forwarded to the president.
- (3) Periodic formal reviews for deans shall be conducted toward the conclusion of each five-year period of service; for chairs, directors of schools and major centers toward the conclusion of each four-year period of service; and for other principal administrative officials toward the conclusion of each four-year period of service.
- (4) Criteria for evaluation shall be established and defined by the members of the president's council in consultation with the persons evaluated and the president. Qualities to be evaluated shall include but not be limited to: knowledge and ability, initiative, judgment, leadership capacity, tact, ability to communicate effectively and resolve conflicts; commitment to personal and professional growth and assisting others to achieve such growth; ability to manage budgets, delegate responsibility, and establish intelligent priorities in the administrator's area of responsibility; and commitment to the mission and goals of the institution.

- (5) In general, each review shall be performed by the person to whom the principal administrative official reports, in consultation with the principal administrative official and persons who report to or through the official being reviewed or by a committee appointed by the person to whom the official reports.

(U) University hospitals board.

- (1) The university hospitals board shall be responsible to the board of trustees for the oversight of patient care services in university hospitals. The hospitals board shall be accountable through the president to the university board of trustees. The bylaws of the hospitals board will be subject to the approval of the university board of trustees.
- (2) The hospitals board shall be comprised of two members of the university board of trustees, twelve persons selected from the general public, and the chairperson of the integrated faculty practice group or other senior faculty physician leader, all of whom shall be appointed by the university board of trustees in consultation with the president.
- (3) The executive director, medical director and chief of the medical staff of university hospitals, senior vice president for health sciences and dean of the college of medicine, and vice president for health services shall be ex-officio members with vote of the hospitals board.

(V) The Arthur G. James cancer hospital and the Richard J. Solove research institute board.

- (1) The Arthur G. James cancer hospital and the Richard J. Solove research institute board shall be responsible to the board of trustees for establishing policy, maintaining quality patient care and providing for organization management and planning within the Arthur G. James cancer hospital and the Richard J. Solove research institute. The James cancer hospital board shall be accountable through the president to the university board of trustees. The bylaws of the James cancer hospital board will be subject to the approval of the university board of trustees.
- (2) The Arthur G. James cancer hospital and the Richard J. Solove research institute board shall be comprised of two members of the university board of trustees, the director of the Arthur G. James cancer hospital and Richard J. Solove research institute, the director of the comprehensive cancer center, the director of medical affairs of the James cancer hospital and Solove research institute, the chief of staff of the James cancer hospital and Solove research institute, two senior university administrators, one member of the OSU cancer scholars program, six citizens from the general public, the university senior vice president for health sciences and dean of the college of medicine and public health, the president of the Arthur G. James cancer hospital and Richard J. Solove research institute foundation, and the vice president for health services, all appointed by the university board of trustees in consultation with the university president.

(W) Regional campuses boards.

- (1) The Lima, Mansfield, Marion, and Newark boards shall advise and assist the dean/directors in the administration of their respective regional campuses. Subject to the authority and periodic review of the university board of trustees, each regional board shall:
 - (a) Develop support for the regional campus in their service area;
 - (b) Advise the dean/directors concerning local educational needs, and perceptions of university programs;

- (c) Serve as an advocate for the needs of the regional campus in local and state government agencies, and in the legislature;
 - (d) Participate in the strategic planning process for the regional campus;
 - (e) Review and provide a recommendation with respect to current funds and capital budgets prior to their submission to the university board of trustees by the president; and
 - (f) Coordinate with the board of the appropriate technical college in all areas of common interest.
- (2) Each regional campus board shall be composed of ten members appointed by the Ohio state university board of trustees in consultation with the president of the university: nine members shall be private citizens who have an interest in and knowledge of higher education and who reside within the area served by the institution; and one member shall be a student who is currently enrolled at the applicable regional campus and shall have no voting power on the board, shall not be considered as a member of the board in determining whether a quorum is present, and shall not be entitled to attend executive sessions.

The executive vice president and provost or the provost's designee, in cooperation with the appropriate dean/director, shall serve as the liaison between the regional boards and the various colleges and departments of the university, and may attend all meetings of the boards. The applicable chair of the faculty assembly shall serve as a resource person for the appropriate regional board and, in order to serve that function, may attend all public meetings of the appropriate regional board. (B/T 9/6/2002, B/T 12/5/2003, B/T 5/7/2004, B/T 9/22/2004, B/T 12/2/2005, B/T 7/7/2006, B/T 2/2/2007, 7/11/2008)