

**THURSDAY, JUNE 7, 2018
AUDIT AND COMPLIANCE COMMITTEE MEETING**

John W. Zeiger
Timothy P. Smucker
Jeffrey Wadsworth
Brent R. Porteus
Hiroyuki Fujita
James D. Klingbeil
Amy Chronis
Craig S. Morford
Michael J. Gasser (*ex officio*)

Location: Longaberger Alumni House
Sanders Grand Lounge

Time: 10:00-11:30am

ITEMS FOR DISCUSSION

1. *External Audit Update - Ms. Dewire* 10:00-10:05am
2. *Audit and Compliance Committee Priorities - Mr. Culley* 10:05-10:15am
3. *External Investigation Update - Dr. McPheron* 10:15-10:20am
4. *Compliance and Integrity Program - Mr. Culley, Mr. Garrity-Rokous* 10:20-10:25am
5. *Audit and Compliance Committee Scorecard - Mr. Culley, Mr. Garrity-Rokous* 10:25-10:30am
6. *Affiliated Entities Annual Report - Mr. Culley, Ms. Bennett, Ms. Devine* 10:30-10:40am

Executive Session

10:40-11:30am

The Ohio State University
FY 2018 External Audit Update
for the Audit and Compliance
Committee of the Board of
Trustees

June 7, 2018



FY 18 Audit - Status Update

- Planning is underway, with no significant changes identified to date with respect to the plan, significant risks or expected deliverables communicated to the Committee in April.
- Have held our annual audit kick-off meeting attended by representatives from the University Controller's office as well as each of the affiliates subject to audit/review.
- Formal presentations of our audit plans to governance/audit committees of certain affiliates (i.e. Foundation, Transportation Research Center) occurring throughout the summer months

	Planning (Apr-May)	Interim (Jun-Aug)	Year-end (Sept-Oct)
University Financial Statement Audit	<ul style="list-style-type: none"> ✓ Perform scoping and risk assessment ✓ Establish materiality thresholds ✓ Perform walk-throughs to update our understanding of the key processes and related controls (including IT) ✓ Make sample selections for interim test of details in certain areas (i.e. cash, payroll, patient service revenue, student tuition and fees, housing and dining revenue, ORC cash deposits testing, pension contributions testing) 	<ul style="list-style-type: none"> ☐ Tests of certain IT controls for in-scope applications (focus on security, change management, operations) ☐ Interim testing of certain key controls ☐ Complete interim testing 	<ul style="list-style-type: none"> ☐ Year-end update testing of controls ☐ Tests of details in relation to journal entries and consolidation ☐ Tests of details performed in most areas (revenues, operating expenses, investment valuation, 3rd party confirmations, fixed assets, contractual allowance, pledges, various reserves, accounts payable and reserves, etc.) ☐ Review and tie-out of financial statements and disclosures (first full draft targeted for mid-September) ☐ Review and tie-out of CAFR
	Planning (Apr-May)	Interim (Aug)	Year-end (November)
Uniform Guidance Compliance Report	<ul style="list-style-type: none"> ✓ Identify Major Programs ✓ Establish materiality thresholds ✓ Perform walk-throughs to update our understanding of key processes and controls (i.e. SFA and R&D) 	<ul style="list-style-type: none"> ☐ Interim tests of certain key controls ☐ Interim tests of details (direct costs for major programs, cash management, tests of details related to Student Financial Aid) 	<ul style="list-style-type: none"> ☐ Year-end update testing of controls ☐ Tests of details related to Student Financial Aid, Returns of Title IV Funding, Matching, etc. ☐ Other tests of details, including review and tie out of SEFA

AUDIT AND COMPLIANCE COMMITTEE GUIDELINES

PURPOSE

The Audit and Compliance Committee (Committee) is to assist the Board of Trustees of The Ohio State University in fulfilling its oversight responsibilities for the financial reporting process, the system of internal control, the audit process, and the university's process for monitoring compliance with ethical, legal, and regulatory requirements. The Committee assists in assuring the integrity of the financial accounts of the university in a manner consistent with the mission and purpose of the university. The Committee serves as the focal point of open communication between the Board of Trustees, the external auditors, the internal auditors, the state and federal agency auditors, the chief compliance officer, and management. The Committee also is responsible for evaluating the quality, independence and objectivity of the external and internal auditors.

AUTHORITY

The Committee has the authority to conduct or authorize investigations into any matters within its scope of responsibility. It is empowered to:

- Recommend a contract with the external auditor for the annual audit of the university. The nomination of the independent public accountant shall be approved by the State of Ohio, Auditor of State;
- Resolve any disagreements between management and the external auditor regarding financial reporting;
- Pre-approve all auditing and non-audit services to be provided by the external auditor;
- Seek access through the university to obtain counsel, accountants, or other expertise to advise the Committee or assist in the conduct of an investigation;
- Seek any information it requires from employees - all of whom are directed to cooperate with the Committee's requests - or external parties;
- Meet with university officers, external auditors, internal auditors, compliance officer, university counsel, or outside counsel, as necessary; and
- Serve as an objective party, independent of management, to monitor the university's financial reporting process, internal control system, and compliance with laws and regulations.

COMPOSITION

The Ohio State University is governed by a board of up to 20 Trustees who are responsible for oversight of academic programs, budgets and general administration, and employment of faculty and staff. The Board is composed of 15 trustees who are appointed by the Governor, up to three charter trustees appointed by the Board for three year terms, and two non-voting student members (one undergraduate student and one graduate student) to a two-year term.

The Committee consists of at least three members of the Board of Trustees, one of whom serves as the Chair. The Chair for the Board of Trustees will appoint committee members, non-trustee community members, a professional/graduate student trustee member and the committee chair. The members' terms are staggered so that the Committee annually includes a new member and continues to maintain members with one and two years of service.

All Committee members must be independent of management and the external auditor. At least one member of the Audit and Compliance Committee must be designated as the "financial expert," as defined below.

In order to be deemed a "financial expert," at least one member of the Committee must have:

- a. An understanding of GAAP and financial statements;

- b. The ability to assess the general application of such principles in connection with the accounting for estimates, accruals and reserves;
- c. Experience in preparing, auditing, analyzing or evaluating financial statements that present a breadth and level of complexity of accounting issues that are generally comparable to the issues that can reasonably be expected to be raised by the university's financial statements (or experience actively supervising one or more persons engaged in such activities);
- d. An understanding of internal controls and procedures for financial reporting; and
- e. An understanding of audit and compliance committee functions.

In order to be deemed independent, the Committee member:

- a. Is not, and has not been for a period of at least three years, an employee or non-employee executive officer of the university or any of its affiliates;
- b. Does not directly have a business relationship with the university;
- c. Is not employed as an executive of another corporation/university where any of the corporation's/university's executive officers serve on that corporation's/university's compensation committee; and
- d. Does not have an immediate family member who is an executive officer of the university.

MEETINGS

The Committee shall meet at least five times per year, or more frequently as circumstances dictate, at appropriate times with regard to the university's financial planning cycle. The Committee has the authority to convene additional meetings, as circumstances require. As necessary or desirable, the chair of the Committee may request that members of management, the director of internal audit, the chief compliance officer, and the representatives of the external auditor be present at a meeting of the Committee. Meeting agendas will be prepared and provided in advance to members, along with the appropriate briefing materials.

As part of its job to foster open communication, the Committee shall meet at least annually with management, the director of internal audit, the chief compliance officer, and the external auditors in separate executive sessions to discuss any matters that the Committee or each of these groups believe should be discussed privately.

RESPONSIBILITIES

The Committee will carry out the following responsibilities:

Financial Statements

- Review and approve the external auditor engagement letter;
- Review with management and the external auditors the results of the audit, including any difficulties encountered;
- Evaluate annually the external auditor's qualifications, performance and independence, including a review and evaluation of the lead partner, taking into account the opinions of the university's management and the internal audit director, and report its conclusions to the Board of Trustees;
- Discuss significant adjustments proposed by the external auditor and complex or unusual transactions in highly judgmental areas;
- Discuss any related significant findings and recommendations of the external auditors;
- Review with management and the external auditors all matters required to be communicated to the committee under generally accepted auditing standards.

Review any disagreements between the external auditor and management about matters that could be significant to the university's financial statement or the auditor's report. The Committee is not responsible

for guaranteeing the accuracy of the university's financial statements or the quality of the university's accounting practices. The Committee does not prepare the university's financial statements nor is it responsible for determining GAAP. The fundamental responsibility for the university's financial statements and disclosures rests with management, while the external auditor is responsible for accurately auditing such statements and disclosures.

Internal Control

- Consider the effectiveness of the university's internal control system, including information technology security and control;
- Understand the scope of internal and external auditors' review of internal control over financial reporting, and obtain reports on significant findings and recommendations, together with management's responses.

Internal Audit

- Approve the internal audit charter;
- Approve the decisions regarding the appointment and removal of the internal audit director. Ensure there are no unjustified restrictions or limitations, and review and concur in the appointment, replacement, or dismissal of the internal audit director;
- Review annually with director of internal audit the guidelines, plans, activities, staffing, and organizational structure of the internal audit function;
- At least once per year, review the performance of the internal audit director and concur with the annual compensation and salary adjustment;
- Review the effectiveness of the internal audit function, including conformance with the Institute of Internal Auditors' Definition of Internal Auditing, Code of Ethics, and the *International Standards for the Professional Practice of Internal Auditing*;
- On a regular basis, meet separately with the director of internal audit to discuss any matters (including fraud) that the Committee or internal audit believes should be discussed privately;
- Ensure there are no unjustified restrictions or limitations on the internal audit function.

External Audit

- Review the external auditors' proposed audit scope and approach, including coordination of audit effort with internal audit;
- Review the performance of the external auditors, and exercise input on the appointment or discharge of the auditors;
- Review and confirm the independence of the external auditors by obtaining statements from the auditors on relationships between the auditors and the university, including non-audit services, and discussing the relationships with the auditors;
- On a regular basis, meet separately with the external auditors to discuss any matters that the Committee or auditors believe should be discussed privately.

Compliance

- Review the effectiveness of the system for monitoring compliance with laws and regulations and the results of management's investigation and follow-up (including disciplinary action) of any instances of noncompliance;
- Obtain regular updates from chief compliance officer and university legal counsel regarding compliance matters;
- Review the findings of any examinations by regulatory agencies, and any auditor observations;
- Discuss university policies with respect to risk assessment and risk management and review any contingent liabilities and risks that may be material to the university;
- Review compliance with Related Party/Conflict of Interest Disclosure Statements for senior management annually;

- Approve the decisions regarding the appointment and removal of the chief compliance officer. Ensure there are no unjustified restrictions or limitations, and review and concur in the appointment, replacement, or dismissal of the chief compliance officer;
- Review annually with the chief compliance officer the guidelines, plans, activities, staffing, and organizational structure of the compliance function;
- Review the effectiveness of the compliance function;
- On a regular basis, meet separately with the chief compliance officer to discuss any matters that the Committee or compliance believes should be discussed privately;
- Ensure there are no unjustified restrictions or limitations on the compliance function.

Reporting Responsibilities

- Regularly report to the Board of Trustees about Committee activities, issues, and related recommendations;
- Provide an open avenue of communication between internal audit, the external auditors, compliance and integrity, and the Board of Trustees;
- Review any other reports the university issues that relate to Committee's responsibilities.

Other Responsibilities

- Perform other activities related to these guidelines as requested by the Board of Trustees;
- Institute and oversee special investigations as needed;
- Establish procedures for the confidential and anonymous receipt and treatment of complaints regarding the university's accounting, internal controls and audit matters;
- Establish standards for ethical conduct, and ensure that management has established processes to meet these standards;
- Perform any other activities consistent with these guidelines, the university's Bylaws and governing law, as the Committee or the Board of Trustees deems necessary or appropriate;
- Review and assess the adequacy of these Committee guidelines annually, requesting the Board of Trustees approval for proposed changes, and ensure appropriate disclosure as may be required by law or regulation;
- Report to the Board of Trustees, at least annually, regarding the Committee's activities in discharge of its duties as described in these Committee guidelines;
- Confirm annually that all responsibilities outlined in these guidelines have been carried out;
- Evaluate the Committee's and individual members' performance on a regular basis.

Audit and Compliance Committee Description

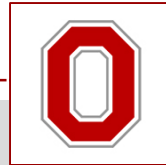
Bylaws of the Board of Trustees of the Ohio State University

Section 3335-1-02(C)(1)(c)

Audit and compliance committee. The audit and compliance committee shall consider and make recommendations to the board regarding matters pertaining to auditing of university and related entity operations and oversight of compliance functions. Matters to be brought before the committee may include, but shall not be limited to: internal audit policies, plans, and reports; financial statements; internal financial control systems; oversight and monitoring of compliance programs and activities; enterprise risk management systems and business continuity planning; approval and monitoring of affiliated entities; selection of, and receiving reports from, independent auditors (in conjunction with the auditor of state); and any other matter assigned to the committee by the board or the chair of the board.

The committee shall consist of at least five trustees and up to three additional non-trustee members.

Compliance and Integrity Program



Audit and Compliance Committee

June 7, 2018

**OFFICE OF LEGAL AFFAIRS
CHRISTOPHER CULLEY**

**OFFICE OF UNIVERSITY COMPLIANCE AND INTEGRITY
GATES GARRITY-ROKOUS**

Environmental Health & Safety: Overview

Overview

- **Responsible for** health & safety compliance at all OSU campuses, extensions and university hospital complexes
- **New Senior Director:** (June 2018) Tina Bogac
- **Forty (40) full time staff**
 - 12 staff hold post-graduate degrees
 - Hold 37 regulatory certifications
- **Divisions include:**
 - Research Safety & Biosafety
 - Occupational Health & Safety
 - Environmental Affairs
 - Radiation Safety
 - Medical Center Safety

People

- Long tenured staff with strong, diverse institutional and regulatory knowledge
- Maintain critical regulatory relationships
- Resource for our faculty, staff, and students, including teaching
- Turnover of long tenured staff can cause disruption

Service Operations

- Waste collection and disposal – including chemical, infectious, radioactive, and universal
- Routine sampling (e.g., asbestos, water)
- Post-incident response and remediation

Operating Methodologies

- Significant focus on safety and prevention (e.g., lab safety scorecard)
- Highly reactive responsibilities – staff must be ready to respond to emerging incidents
- Risk based approach to identifying proactive initiatives through annual risk assessment and planning

Oversee Critical Regulatory Areas

Program Area	Representative Regulatory Agencies	Compliance Overview	OSU Examples
Research Safety & Biosafety	National Institutes of Health (NIH)/Centers for Disease Control (CDC)	Guidelines for recombinant or synthetic nucleic acid molecules and infectious agents research	<ul style="list-style-type: none"> • Human gene transfer clinical trial protocol review • Hazard evaluations for use of biohazards / rDNA in research laboratories
Occupational Health & Safety	Occupational Safety & Health Admin. (OSHA) Ohio Public Employee Risk Reduction Program (PERRP)	All compliance related to worker safety, including hazard communication, personal protective equipment and exposure limits	<ul style="list-style-type: none"> • Respirator fit testing and training • Hearing conservation program • Laboratory use of hazardous chemicals • Potential occupational exposure to human bloodborne pathogens
Environmental Affairs	US EPA Ohio EPA	Compliance and permitting related to air, water, waste and asbestos	<ul style="list-style-type: none"> • Packaging, pickup and disposal of hazardous wastes (i.e. infectious, chemical, universal wastes) • Storm water MS-4 permits • Asbestos abatement
Radiation Safety	Nuclear Regulatory Commission (NRC) Ohio Department of Health (ODH)	Compliance and licensing for all use of radioactive material and registration of radiation generating devices in research and patient care	<ul style="list-style-type: none"> • Oversight of nuclear research reactor • Patient treatment involving radiation therapy • Research use of radioactive materials • Oversight of all radiation generating equipment (i.e. medical and non-medical x-ray equipment)
Medical Center Safety	Center for Medicare Services (CMS) / The Joint Commission (TJC)	Compliance related to Environment of Care, Life Safety and Emergency Management	<ul style="list-style-type: none"> • Joint Commission 6 management plans (Safety, Security, Utilities, Hazardous Materials, Fire Safety, Medical Equipment) • Project reviews to ensure regulatory compliance • Regulatory documentation for TJC/CMS: <ul style="list-style-type: none"> • Interim life safety measures • Space/system categorization (NFPA 99, chapter 4) • Emergency management exercises and EOP management

Maintain Regulatory Relationships

Approximately 60 regulatory contacts over the last two years, including:

Program Area	Regulatory Agency	Contact
Research Safety & Biosafety	Centers for Disease Control (CDC) / US Department of Agriculture (USDA)	<ul style="list-style-type: none"> • CDC select agent review • USDA lab inspection
Occupational Health & Safety	Ohio Public Employee Risk Reduction Program (PERRP)	<ul style="list-style-type: none"> • Accident site inspection and review • Working condition assessment and remediation
Environmental Affairs	Ohio Environmental Protection Agency (OEPA) /Ohio Department of Health (ODH)	<ul style="list-style-type: none"> • Asbestos inspections (6) • Composting and leachate research • Air inspections (2) • Stormwater inspection • Hazardous waste inspections (6) • Underground storage tank inspections (2)
Radiation Safety	Nuclear Regulatory Commission (NRC) / Ohio Department of Health (ODH)	<ul style="list-style-type: none"> • X-ray inspections (16) • Radioactive materials inspections (3) • Reactor lab inspections (2) • PET license
Medical Center Safety	State Fire Marshall	<ul style="list-style-type: none"> • Fire safety assessments (12)

Critical Regulatory Areas: Major Actions and Issues (I)

FY18 Actions

Research Safety



- Conducted over 1000 lab safety inspections of 3500 lab locations
- Distributed Site Assessment Scorecards and Summary Reports to college and unit leaders
- Reviewed over 300 research protocols (hazardous agents in animals)
- Designed/implemented new online Occupational Health Risk Assessment Tool

Occupational Health & Safety



- Developed/improved online Occupational Health and Safety Training Programs
- Managed Water Sampling and Shop Inspection Programs
- Managed Chemical Facility Anti-Terrorism Standards Program
- Managed Personnel Suitability Assessment Program

FY19 Priorities

- Implement new Environmental Health & Safety Assistant software program (inspections, chemical inventory, radioactive material use)
- Track research space assignments (i.e. new faculty and lab relocations due to renovations)
- Work with OSUWMC to ensure Medical Clearance/Occupational Medicine requirements comply with OSHA / PERRP standards
- Integrate older training records into searchable database as part of Buckeye Learn
- Address unforeseen exposure issues (e.g. Legionella exposures)
- Prepare for new technologies (e.g., autonomous vehicle safety; 3D printer safety) and additional and/or changing related regulations

Critical Regulatory Areas: Major Actions and Issues (II)

FY18 Actions

FY19 Priorities

Environmental Affairs



- Transitioned to Ohio State Energy Partners (OSEP-Engie)
- Implemented universal waste recycling at regional campuses
- Implemented data management system
- Initiated building assessment program for identification of hazardous building materials

- Ensure air quality and other standards through ongoing OSEP partnership
- Address 5% increase in waste service requests due to regulatory changes to disposal of pharmaceuticals and increased facilities

Radiation Safety



- Initiated Lu-177 patient therapies (new FDA-approved cancer treatment)
- Renewed OSU broad scope license
- Conducted audits of OSUWMC areas using radioactive materials

- Meet request by Nuclear Pharmacy to apply for Radiopharmacy distribution license
- Address requirements needed to assist release of Eye Plaque patients for duration of implant

OSUWMC Safety & Emergency Preparedness



- Developed Environment of Care weekly “rounds” system
- Conducted electronic review and approval of Interim Life Safety Measures and Infection Control Risk Assessments for projects
- Developed Above Ceiling Work program

- Integrate building rehabilitation standards into project work
- Address ongoing life safety compliance challenges with older buildings to meet current accreditation standards
- Align safety and emergency preparedness programs across Medical Center

Upcoming Strategic Challenges

Challenging regulatory environment

- Continue to maintain positive engagement with regulators, given shifting regulatory priorities and competition among regulators
- Acquire and maintain top talent capable of addressing increased regulatory complexity

Industry partnerships

- Complicated regulatory landscape and complex operational relationships demand ongoing clarification of ownership and responsibilities
- Requires collaboration in novel arrangements with industry partners' regulatory and safety offices, many of which have no higher education experience

Campus Safety Culture

- Proactive risk mitigation requires active engagement of university leadership in safety culture
- Making significant strides; continuing to develop additional/enhanced communication channels

Title IX: OCR Resolution Agreement

Overview and Status

Activity	Steps	Status				
		2014-15	2015-16	2016-17	2017-18	
Title IX Coordinator	<ul style="list-style-type: none"> Published detailed statement outlining the roles and responsibilities of Ohio State's Title IX Coordinator (11/15/14) 	Complete	Complete	Complete	Complete	All requirements met.
Document Maintenance	<ul style="list-style-type: none"> Created a coordinated document management process for all Title IX complaints (12/15/14) 	Complete	Complete	Complete	Complete	All requirements met.
Policies	<ul style="list-style-type: none"> Revised Notice of Nondiscrimination and post online as appropriate (10/15/14) Revised "Reporting Sexual Assault" link on Campus Police website (10/15/14) Reviewed and revised all sexual harassment policies for consistency (10/15/14) Sexual Misconduct policy taken from interim to final status (effective 8/23/16 per President's Cabinet). Revised the Code of Student Conduct consistent with the revised Sexual Misconduct policy, BOT approved 4/8/16 Submitted evidence of policy communications in nineteenth progress report (10/15/16) Submitted annual information on complaints during academic year to OCR (6/10/16) Submitted annual information on complaints during academic year to OCR (6/15/17) 	Complete	On Track	On Track	On Track	<p>Submitted revised Code of Student Conduct and final Sexual Misconduct policy to OCR in 8/5/16 status report. Submitted proof of how updated policy was communicated to Ohio State community in 10/15/16 status report.</p> <p>Submitted information on AY 2015-2016 complaints to OCR in 6/10/16 status report; awaiting OCR feedback.</p> <p>Submitted information on AY 2016-2017 complaints to OCR in 6/15/17 status report; awaiting OCR feedback.</p>
Training	<ul style="list-style-type: none"> Reviewed Student Wellness Center programming to ensure consistency with Resolution Agreement standards (12/15/14) Developed Title IX Coordinator and investigator training (12/15/14) Identified Title IX training module for employees (12/15/14) Reviewed and revised orientation program and materials for incoming students (12/15/14) Verified annual Title IX training conducted during previous calendar year (6/10/16) Provide training to specific groups identified in climate survey (annual) 	Complete	Complete	Complete	On Track	<p>Revised training materials approved by OCR in their response on 4/14/2017.</p> <p>Submitted evidence of Title IX training conducted during previous calendar year to OCR in 6/10/16 status report.</p> <p>Submitted documentation on training provided to specific groups identified in both the AY14-15 and AY15-16 climate surveys in 10/15/16 status report.</p> <p>Provided verification of training to specific groups informed by AY16-17 results campus climate survey results in the 1/31/18 status report.</p>
Climate Assessment and Response	<ul style="list-style-type: none"> Added OHR representative to Sexual Violence Consultation Team (1/15/15) Established campus working group on Title IX and climate survey (9/30/14) Reviewed last 2 years of sexual harassment complaints (12/15/14) Developed recommended actions as appropriate based on review (12/15/14) Developed and conducted annual climate survey (3/23-4/22/16) Developed and conducted annual climate survey (2/5-3/10/17) Analyze survey results to identify need for additional actions and training as appropriate (annual) 	Complete	On Track	On Track	On Track	<p>Submitted results of AY15-16 climate survey and written recommendations based on results in 1/15/17 status report; awaiting OCR feedback.</p> <p>Developed and disseminated AY16-17 climate survey. As noted in 1/15/17 status report, written recommendations will be submitted on or before January 2018. Submitted proof of AY16-17 climate survey dissemination in 6/15/2017 status report. Results of the AY16-17 climate survey and recommendations sent to OCR in 1/31/18 status report.</p>
Student-Focused Remedies	<ul style="list-style-type: none"> Reviewed last 3 years of sexual harassment complaints for prompt and equitable investigation (1/15/15) Take appropriate action to address identified problems (within 30 days of OCR approval) 	Complete	Complete	N/A	N/A	Reported findings to OCR in 2/27/15 status report and 9/15/15 addendum; submitted documentation of identified "process improvements" to address issues in the addendum in 8/5/16 status report. Approved by OCR in their response on 4/14/17.
Marching Band Investigation	<ul style="list-style-type: none"> Developed timetable for corrective actions (11/1/14) Submit quarterly progress report to OCR (beginning 10/15/14) 	Complete	Complete	On Track	On Track	<p>Continuing implementation.</p> <p>6/15/2017 status report included documentation addressing ongoing climate surveys with respect to the marching band; awaiting OCR feedback.</p> <p>Awaiting to hear from OCR as to whether one final progress report is required to be included in a future status report. .</p>




AUDIT AND COMPLIANCE COMMITTEE			2015-16	2016-17	Current Status
A. Strategic Risk Mitigation Effectiveness					
1. Education (risks related to decrease in academic standing; harm in ability to attract faculty/students)			↔	↑	↑
2. Scholarship (challenges to ability to perform significant academic or scientific research)			↓	↑	↔
3. Information Technology (inability to store, develop, transmit, or protect data)			↔	↔	↑
4. Student Life (inability to maintain an environment conducive to student life)			↔	↔	↔
5. Athletics (risk of disruption to Athletics operations, including significant NCAA violation)			↔	↔	↑
6. Medical (significant reduction in performance of the health system and related colleges)			↑	↔	↔
7. Financial (inability to reach capital, revenue, or cost containment objectives)			↔	↔	↔
8. Physical Environment (loss of infrastructure; major event impacting ongoing operations, including campus safety)			↔	↔	↑
9. Government, Community and Affiliates (failure to monitor and develop government, community, or affiliate relationships)			↓	↑	↓
10. Talent and Culture (failure to attract, develop, or retain talent)			↔	↔	↔
11. Advancement (events impacting Ohio State brand, alumni relationships, or advancement objectives)			↓	↔	↑
12. Compliance (failure to meet regulatory, legal, or policy requirements not captured in above categories)			↔	↑	↑
	2013-14	2014-15	2015-16	2016-17	2017-18 ¹
B. Public Records²					
1. Number of records requests closed	576	769	842	959	691
2. Average days to fill all records requests	14	21	15	16	15
C. Internal Investigations (rated 4 or 5)					
1. Number of investigations opened in the fiscal year	17	20	17	17	22
2. Number of investigations closed in the fiscal year	16	16	19	15	20
3. Percent of closed investigations with findings	56%	31%	52%	27%	21%
D. Regulatory Actions³ (rated 4 or 5)					
1. Number of current regulatory actions		7	10	12	11
E. Internal Audit					
1. Number of audits cleared at second follow-up during the fiscal year			11	9	4
2. Number of audits open after second follow-up or cleared at third follow-up or later during the fiscal year			4	5	13

COMMENTS & FOOTNOTES
¹Includes data from 7/1/17 through 5/1/18

²Processed by Public Records Office only

³Includes audits, fines, probations, sanctions, warnings, or other similar actions

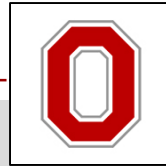
Mitigation Effectiveness Rating

	Meets or Exceeds Goal
	Caution
	Below Goal - Action Needed

Trend

↑	Environment/Performance Improving
↔	No Significant Change/On Track
↓	Environment/Performance Worsening

Affiliated Entities Report



Audit and Compliance Committee

June 7, 2018



University Policy on Affiliated Entities

Guiding Principles

In June of 2017, the Board of Trustees approved amendments to its Policy on Affiliated Entities, which Policy was previously adopted in June 2008. The Policy was modified and updated to, among other things, standardize the reporting for all Affiliated Entities and to clarify the roles of the senior university oversight official and University representatives.

The Policy still upholds the following principles for preserving separateness of these entities while maintaining oversight of the valued relationships:

- A. Each Affiliated Entity is expected to work cooperatively and collaboratively with the University to fulfill its requirements under the Policy.
- B. The creation and activities of affiliates must promote, sponsor, or complement educational, scientific, research, charitable, health-care related, or cultural activities for the benefit of the University.
- C. The relationship will be memorialized through a memorandum of agreement (“MOA”) or equivalent agreement.
- D. Affiliated Entities will be monitored through a regular reporting process by the Board of Trustees.
- E. Each Affiliated Entity must:
 - 1. Use sound fiscal and accounting procedures;
 - 2. Manage its operations and affairs in a manner consistent with its own enabling documents and policies; and
 - 3. Adhere to standards of ethics and integrity.



University Policy on Affiliated Entities

Oversight

- Establishment
 - Detailed Proposal From University Sponsoring Unit Including the Following:
 - Goals and Objectives
 - Organization and Governing Structure
 - Budget and Business Plan
 - Risk Assessment
 - Proposed MOA
 - Identification of Senior University Oversight Official
 - Proposal Review and Approval By Sponsoring Unit, OLA and B&F
 - Proposal Review and Approval By Board of Trustees
- Memorandum of Agreement
 - Memorandum of Agreement or Equivalent Agreement Addressing the Relationship, Expectations, Services and Obligations
- Affiliated Entity Governance Requirements
 - At Least One University Representative Board Member On Each Affiliated Entity Board With Full Voting Rights
 - Reserve Powers Within Organizational Documents
- Senior University Oversight Official
 - At least Dean or VP Level
 - Responsible for University Oversight of Affiliated Entity and for Appropriate Reporting to President's Cabinet, OLA and B&F
- University Representative on Affiliated Entity Board
 - Shall Keep Senior University Oversight Official Informed on a Regular Basis and On Voting for a Reserve Power or an Action that Could Pose a Significant Risk to the University
- Reporting
 - Annually (Including Audit Reports) to Audit and Compliance Committee
 - Proactively on Certain Matters
- Sunset
 - Periodic Review and Assessment Regarding Continued Relationship with the University and Appropriateness of it Continuing



Legal Entities and University Audit Oversight



- See Affiliated Entity Guide for a full listing of all affiliates subject to BOT oversight, which includes additional information on the audit type for each affiliated entity.



Audit Coverage for Primary Government and Component Units

<i>(\$ in millions)</i>	Assets	Revenues	Audit Coverage	Audit Firm
Primary Government:				
University colleges and support units	\$ 8,971	\$ 2,288	Consolidated Audit	PwC
OSU Wexner Medical Center Health System	1,674	2,633	Separate Audit	PwC
Department of Athletics	463	180	Separate Audit	PwC
WOSU Stations	19	13	Separate Audit	PwC
Wexner Center for the Arts	55	8	F/S Review	PwC
Component Units - Blended Presentation:				
OSU Foundation	931	221	Separate Audit	PwC
OSU Health Plan	7	12	Separate Audit	PwC
Oval Limited	51	1	Separate Audit	PwC-Bermuda
Component Units - Discrete Presentation:				
OSU Physicians	176	487	Separate Audit	PwC
Campus Partners	104	12	Separate Audit	PwC
Transportation Research Center	14	44	Separate Audit	PwC
Dental Faculty Practice Association	1	9	Separate Audit	BDO
Total for the Consolidated University	\$ 12,466	\$ 5,908		



THE OHIO STATE UNIVERSITY

High Activity Affiliates - Discussion

Transportation Research Center

Dean David Williams, Senior University Oversight Official

Ohio State Global One Health, LLC

Dr. Wondwossen Gebreyes, President

GLOBAL ONE HEALTH



Mr. Chairman and Members of the Committee:

In November 2016, the Ohio State Global One Health, LLC (GOH, LLC) was established by this Board as an affiliated entity of the University to establish a presence in eastern Africa (Ethiopia). *The goal is to more efficiently and effectively address diseases at the interface among humans, animals, plants and the environment using applied training, research and outreach. The vision is to build capable professionals and institutional systems for a healthy and enduring global community.* Since its establishment, GOH, LLC has made significant progress towards achieving its goals:

- Recruited and hired highly talented local professionals; fulfilled the legal registration requirements of the Ethiopian government for a duty-free NGO; and acquired office space (1775 sq. ft.) in Addis Ababa and procured a vehicle (SUV);
- OSU Office of International Affairs and the College of Veterinary Medicine provided office space and support for GOH, LLC headquarter;
- Twenty six paid personnel, faculty from 13 OSU colleges and more than 30 disciplines involved;
- Implemented CDC-funded project on infectious diseases that are zoonotic and antimicrobial resistant, including rabies and brucellosis, providing educational and research opportunities to several University students and faculty.
- Received recognitions leading to additional financial support from Bill & Melinda Gates Foundation, the U.S. Agency for International Development, World Organization for Animal Health, World Bank and the National Institutes of Health.
- Student and faculty involved = 100 (OSU students); 42 (faculty 2018 alone); 875 (East African trainees);
- Total revenue nearly \$2.4 million annually;
- Vaccinated over 10,000 animals; led research trials enrolling 878 humans and over 9,000 animals;
- Number of Institutional memoranda signed = 8;
- GOH, LLC provided technical advice and inputs on 4 Ethiopian National Strategic One Health documents and on Ethical guidelines for biomedical research.
- GOH, LLC provides regular advice and media briefings to Ethiopian government leaders, the U.S. embassy and the public on global one health issues.

Our team and partners would like to thank the Board for facilitating the establishment and continued support for the GOH, LLC. The world needs strong partnership to address gaps related to global health security and human health issues at the interface of animals, plants and the environment. We look forward for a long-term, high impact engagement that will, undoubtedly, continue to be beneficial to Ohio State and the global community. Thank you.



Global**ONE**Health



TRANSPORTATION RESEARCH CENTER

The premier autonomous vehicle testing center in the nation, Transportation Research Center Inc. (TRC Inc.) is comprised of 4,500 acres and outfitted to test a wide variety of mobility solutions from ground to air transportation. The Ohio State University controls TRC Inc., and provides oversight through a majority of the governing board of directors, chaired by the Dean of Engineering.

- TRC Inc. began conducting vehicle tests in 1972. The 501c3 was formed in 1988 to manage the facility in East Liberty, Ohio.
- TRC Inc. is the largest independently operated proving ground in North America.
- Through its on-going client work and relationship with Ohio State, TRC Inc. has been at the forefront of automated and connected vehicle (av/cv) research for over four decades.
- TRC Inc. has contributed \$61.3M to transportation related endowments at Ohio State, supporting:
 - Engineering Academic Enrichment; Classroom of the Future; Interdisciplinary Research Infrastructure Support; Student Activities; Diversity, Outreach and Engagement Initiatives.
 - Chairs: Glower, Honda Chair for Transportation (2), Lichtenstein, Orton, TRC Chair in ITS.
- On any given day, dozens of Ohio State students, interns and faculty conduct research at TRC Inc.
- On July 9, 2018, TRC Inc. will break ground on the 540-acre Smart Mobility Advanced Research and Test Center (SMART Center). This \$45M project will be dedicated to maintaining its position as a global leader in the av/cv space.
 - Ohio State has committed \$25M to Phase 1, and the State of Ohio has committed \$20M.
 - Additionally, the College of Engineering will contribute its own investment of \$24M to increase faculty, students and research.
- The National Highway Traffic Safety Administration has its only Vehicle Research & Test Center on-site at TRC Inc. (est. 1977) and signed a new 20-year lease in August 2017.
- The James A. Rhodes Conference Center opened in October 2017.
 - 586-person conference space, executive meeting room, and a distance education learning lab enabling students, faculty and TRC Inc. clients to connect with classrooms and labs on Ohio State's main campus, including the Center for Automotive Research.
 - The College of Engineering has dedicated office space for faculty, staff and students, and laboratory space for bench-level projects.
- To meet the growing demand in av/cv research and to increase collaborative opportunities with Ohio State, TRC Inc. formed its Applied Research vertical in 2017.
 - New clients have launched research initiatives with TRC Inc. and Ohio State. These include traditional automotive companies as well as tech firms and businesses impacted by av/cv adoption.
- TRC Inc. continues to expand its traditional product lines. Most recently, this has included agreements with the first Chinese automotive manufacturer focused on entering the U.S. market.
- FY2017 Revenue: \$45M
- 500+ employees
- Operational 24/7/359



THE OHIO STATE UNIVERSITY
COLLEGE OF ENGINEERING

TRC Transportation
Research Center Inc.



Affiliated Entities

4-H Camps

- Canter's Cave 4-H Camp
- 4-H Camp Clifton
- 4-H Camp Conger
- 4-H Camp Graham
- Hervida 4-H Camp
- Indian Hills 4-H Camp
- Kelley's Island 4-H Camp
- Camp Ohio Youth Education Center
- Camp Palmer
- Camp Piedmont
- Tar Hollow 4-H Camp
- Camp Whitewood

Senior University Oversight Official: Cathann A. Kress, Vice President of Agricultural Administration and Dean, College of Food, Agriculture and Environmental Sciences

Chief Executive Officer/President: various

Board Chair: various

of Voting Board Members (# of Voting University Representatives): various

Consolidated in University Financials: No

Type of Audit(s): Some camps obtain audits; most conduct internal financial reviews.

Description: Each of the camps listed above is an independent, separate entity, although they share similar missions and connections to the University. Ohio 4-H Camps were established to provide the opportunity for youth to participate in a residential camping experience. Each of the camps maintains a physical location with sleeping cabins, a dining hall, and a variety of indoor and outdoor facilities to provide camp programming opportunities. Each facility's board of directors' purpose is to maintain a safe, clean and well managed facility in order to provide a learning laboratory in an out of doors setting, away from home, that enables youth to develop positive values, skills, leadership, self-esteem, responsibility, and cooperation by practicing community living and environmental stewardship. Their overriding objective mirrors the mission of the Ohio 4-H program to plan and conduct educational programs that will help youth reach their fullest potential as capable, competent, caring and contributing citizens.

American Lightweight Materials Manufacturing Innovation Institute (ALMMII)

Senior University Oversight Official: David Williams, Dean, College of Engineering

Chief Executive Officer/President: Henry J. Cialone, President & CEO, Edison Welding Institute

Board Chair: Becky Stewart, [need professional title]

of Voting Board Members (# of Voting University Representatives): 6(1)

Consolidated in University Financials: No

Type of Audit: Audit

Description: ALMMII, the American Lightweight Materials Manufacturing Innovation Institute, was funded in the second round for the National Network of Manufacturing Innovation and is a non-profit corporation that was founded by a collaboration between the University, the Edison Welding Institute and the University of Michigan to operate the Lightweight Modern Metals Manufacturing Institute award, which has been recently renamed LIFT for Lightweight Innovations for Tomorrow. It is a \$70M federal award that is cost-matched to an overall program value of over \$150M over 5 years of operation. The institute's mission is to innovate the manufacturing methods for lightweightmetals that include high performance alloys of magnesium, aluminum, titanium and high strength steels. The institute is overseen by the Office of Naval Research for the purposes of improved national competitiveness and improved national security by improving the manufacturing base and supply chain.

BioHio Research Park, Inc.

Senior University Oversight Official: Cathann A. Kress, Vice President of Agricultural Administration and Dean, College of Food, Agriculture and Environmental Sciences

Chief Executive Officer/President: Shauna Brummet, President & CEO

Board Chair: Cathann Kress, Vice President of Agriculture Administration and Dean of Food, Agriculture and Environmental Sciences

of Voting Board Members (# of Voting University Representatives): 7(3)

Consolidated in University Financials: No

Type of Audit: Not audited or reviewed due to lack of financial activity

Description: BioHio is an agriculture biosciences research park, whose establishment was approved by the Board of Trustees in May 2010. It is located on a 90-acre site at the University's Ohio Agricultural Research and Development Center (OARDC) in Wooster, Ohio. BioHio is designed to facilitate greater collaboration between the University, local, regional and state government, and the private sector to promote the market application of scientific research and further economic development for the citizens of Ohio. This research park creates a means to commercialize discoveries, transfer technology, increase sponsored research funding, provide University faculty access to companies focused on agbioscience innovations, products, and services, and provide students with opportunities for internships and employment.

Campus Partners for Community Urban Redevelopment and subsidiaries

- Campus Partners for Affordable Housing LLC
- Redstone Realty Company LLC
- Medstone Realty Company, LLC
- South Campus Gateway LLC

Senior University Oversight Official: Jay Kasey, Senior Vice President, Administration and Planning

Chief Executive Officer/President: Keith Myers, Vice President, Planning and Real Estate (CEO), and Amanda Hoffsis, Assistant Vice President, Planning and Real Estate (President)

Board Chair: Jay Kasey, Senior Vice President, Administration and Planning

of Voting Board Members (# of Voting University Representatives): 7(3)

Consolidated in University Financials: Yes

Type of Audit: Audit

Description: The mission of Campus Partners is to develop, and assist in the implementation of, urban land-use plans designed to improve conditions in the neighborhoods surrounding the Columbus campus of the University and to improve the quality of life for students, faculty, staff, residents and business owners throughout the University community.

Dental Faculty Practice Association, Inc.

Senior University Oversight Official: Patrick Lloyd, Dean, College of Dentistry

Chief Executive Officer/President: John Kalmar, DMD, PhD, Oral Pathology

Board Chair: John Kalmar, DMD, PhD, Oral Pathology

of Voting Board Members (# of Voting University Representatives): 12(9)

Consolidated in University Financials: Yes

Type of Audit: Audit

Description: The Dental Faculty Practice provides a practice opportunity to allow faculty of the College of Dentistry to keep their skills sharp by providing care directly to patients outside their teaching role within the College. Additionally, DFP enables the College to recruit and retain faculty by providing an opportunity for enhancement of compensation beyond what can be offered by the University. DFP offers a full range of dental services across the specialties of Dentistry: Oral Surgery, Oral Pathology, General Dentistry, Prosthodontics, Endodontics, Orthodontics, Pediatric Dentistry, and Periodontics.

Friends of WOSU

Senior University Oversight Official: Jay Kasey, Senior Vice President, Administration and Planning

Chief Executive Officer/President: Thomas Rieland, General Manager, WOSU Public Radio

Board Chair: Bill Schiffman, Schiffman, Grow & Co., (CPA)

of Voting Board Members (# of Voting University Representatives): 23(2)

Consolidated in University Financials: No

Type of Audit: Not audited due to lack of financial activity

Description: The purpose of the Friends of WOSU is to further the mission of WOSU Public Media through activities that support, complement and enhance the efforts of management, staff and the University. In support of this, the Board of Directors of the Friends of WOSU serves as a link to the community-at-large, gathering and sharing information and opinions on area issues, needs and strengths; cultivating sources of funding while promoting memberships, sponsorships and donations; and supporting communication among members of the Friends of WOSU, the larger community, the University and WOSU Public Media. Friends of WOSU have no authority to exercise control over the management or operations of WOSU Public Media.

iAGRI, LTD.

Senior University Oversight Official: Cathann A. Kress, Vice President of Agricultural Administration and Dean, College of Food, Agriculture and Environmental Sciences

Chief Executive Officer/President: J. Mark Erbaugh, Director of International Programs in Agriculture

Board Chair: Bruce McPheron, Executive Vice President & Provost

of Voting Board Members (# of Voting University Representatives): 3(3)

Consolidated in University Financials: Yes

Type of Audit: Financial activity is reviewed by the Office of Sponsored Programs per grant requirements.

Description: OSU Global Gateways, LLC is the sole member of the entity. Creation and operation of the affiliate is mandated by Tanzanian law. The goal of the affiliated entity is to provide project funds (up to \$24,000,000) for the implementation of the USAID-funded Collaborative Research and Capacity Building of Sokoine University of Agriculture and the National Agriculture Research System project. This project has now been re-titled as the Innovative Agriculture Research Initiative (iAGRI- Tanzania Project).

Appendix A

The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute Foundation

Senior University Oversight Official: Michael Eicher, Senior Vice President, Advancement

Chief Executive Officer: William B. Farrar, MD, Interim Chief Executive Officer, James Cancer Hospital and Solove Research Institute

Board Chair: Cindy Hilsheimer, Beecher Hill

of Voting Board Members (# of Voting University Representatives): 36(1)

Consolidated in University Financials: No

Type of Audit: Audit (last audit performed in 2010)

Description: The mission of the Foundation is to provide financial assistance in support of cancer research at the University's James Cancer Hospital & Solove Research Institute. Conducts fundraising activities (Buckeye Cruise for Cancer).

Metro School Early College High School

Senior University Oversight Official: David Williams, Dean, College of Engineering

Chief Executive Officer: Meka Pace, Chief Academic Officer

Board Chair: David L. Burns, Battelle Memorial Institute

of Voting Board Members (# of Voting University Representatives): 10(3)

Consolidated in University Financials: No

Type of Audit: Audit

Description: Metro Early College High School seeks to provide a small and intellectually vibrant learning community designed to serve students who want a personalized learning experience that prepares them for a connected world where math, science and technology are vitally important. All Metro students engage in a personally relevant and academically rigorous curriculum within a safe and trusting environment. Metro has a holistic approach to educating the students – focusing on cognitive, social, emotional and physical development through experiential learning, service learning and family and community support. Each family is an integral component of Metro's decision-making process. They call this process, STEMocracy.

Established in 2006, Metro Early College High School was born out of the desire of both the University and Battelle Memorial Institute to create a "small" STEM (science, technology, engineering, mathematics) school with a "big footprint." Made possible through the facilitation and network of the Educational Council, Metro is the platform school for The Ohio STEM Learning Network (OSLN), and was the first higher education (The Ohio State University), business (Battelle Memorial Institute), and K-12 partnership for STEM learning in Ohio.

Ohio Medical Transportation, Inc. (d/b/a MedFlight)

Senior University Oversight Official: David P. McQuaid, FACHE, CEO of the OSU Health System, COO, Wexner Medical Center

Chief Executive Officer: Tom Allenstein, President and CEO

Board Chair: Michael Lawson, President, Grant Medical Center

of Voting Board Members (# of Voting University Representatives): 4(2)

Consolidated in University Financials: No

Type of Audit: Audit

Description: MedFlight is the largest nonprofit air and critical care ground medical transportation service in Ohio. MedFlight operates eight helicopters with 24/7 teams at seven bases in Ohio. A 9th helicopter base is shared with HealthNet of West Virginia (the hospital consortium in West Virginia). MedFlight also operates three mobile intensive care unit ambulances based at two locations in Ohio. MedFlight transports patients to Wexner Medical Center from outlying areas and un-referred trauma (accident scene responses).

Ohio State Health, Inc. and subsidiary

- **The Ohio State Health ACO, LLC**

Senior University Oversight Official: David P. McQuaid, FACHE, CEO of the OSU Health System, COO, Wexner Medical Center

Chief Executive Officer/President: Gail Marsh, Senior Associate Vice President and Chief Strategy Officer

Board Chair: Bruce McPheron, Executive Vice President and Provost

of Voting Board Members (# of Voting University Representatives): 7(7)

Consolidated in University Financials: Yes

Type of Audit: Not audited due to lack of financial activity.

Description: OSH, Inc. is a supporting organization of The Ohio State University and specifically, The Ohio State University Wexner Medical Center (“OSUWMC”). The corporation’s charitable purposes include: (i) the development of an integrated network for OSUWMC that furthers its mission of education, research and patient care and improves access, quality and cost of health care for residents of Ohio; (ii) providing leadership and funding to manage OSUWMC’s post-acute care network operations and associated affiliations that provide services to OSUWMC patients; (iii) providing grant funding for OSUWMC and Central Ohio community health programs; and (iv) providing grant funding to OSUWMC faculty, staff and students for research and training purposes that will enhance the clinically integrated network and/or seek to improve population health.

Ohio State Health Network and subsidiary

- Ohio Biomedical Services

Senior University Oversight Official: David P. McQuaid, FACHE, CEO of the OSU Health System, COO, Wexner Medical Center

Chief Executive Officer: Thomas H. Blincoe, Executive Director of Outreach, OSU Health System

Board Chair: Lisa Klenke, Mercer Health

of Voting Board Members (# of Voting University Representatives): 15(2)

Consolidated in University Financials: No

Type of Audit: Reviewed by OSU Internal Audit

Description: The Ohio State Health Network is a non-profit organization that is funded through membership dues. The Ohio State University Wexner Medical Center is the founding member of the organization and currently there are 15 affiliate members that are all adult, acute care hospitals. Fourteen hospitals are in the State of Ohio and one hospital is in West Virginia. The purpose of the group is to create and leverage intellectual and financial economies of scale that benefit the members and the communities they serve.

Ohio State Innovation Foundation (OSIF)

Senior University Oversight Official: Michael Papadakis, Interim Senior Vice President for Business & Finance and Chief Financial Officer

Chief Executive Officer/President: Matt McNair, Vice President of Economic and Corporate Engagement

Board Chair: Michael Papadaki, Interim Senior Vice President for Business & Finance and Chief Financial Officer

of Voting Board Members (# of Voting University Representatives): 5(4)

Consolidated in University Financials: Yes

Type of Audit: Audit

Description: OSIF was organized as a nonprofit corporation exclusively for charitable, scientific and educational purposes including: (i) managing intellectual property for The Ohio State University and facilitating the commercialization thereof; (ii) promoting research and development, including research and product innovation, development and commercialization in support of Ohio industry, commerce and business; (iii) creating or preserving jobs or employment opportunities; and (iv) supporting the public interest and promoting public purposes by The Ohio State University in connection with the commercialization of intellectual property.

The Ohio State University Alumni Association, Inc.

Senior University Oversight Official: Michael Eicher, Senior Vice President, Advancement

Chief Executive Officer/President: James E. Smith, Senior Vice President & CEO, OSU Alumni Association

Board Chair: Marchelle E. Moore, Motorists Mutual Insurance

of Voting Board Members (# of Voting University Representatives): 17(2)

Consolidated in University Financials: No

Type of Audit: Audit

Description: The Ohio State Alumni Association, Inc. is an Ohio not-for-profit corporation holding an IRS 501(c)(3) designation. It is governed by a Board of Directors with 17 voting members, two of whom are appointed to five-year terms by the University Board of Trustees and the University President. The Association's purpose is to support the University and its alumni by fostering a spirit of loyalty and commitment to the University and to all graduates. The Association is a membership organization with 500,000 members including nearly 75,000 life members, 33,000 annual members, and nearly 18,000 recent graduates, who enjoy a one-year gift of membership. The Association publishes the Ohio State Alumni Magazine six times yearly, reaching over 100,000 member households and various campus distribution points. The Alumni Advocates program enlists over 600 Ohio alumni who commit to maintain relationships with elected officials and provide information to them about Ohio State's financial and policy priorities. The Association holds numerous events around the state, the country, and the world.

The Ohio State University Foundation and subsidiaries

- Clifton Holdings, LLC
- Pelotonia, LLC

Senior University Oversight Official: Michael Eicher, Senior Vice President, Advancement

Chief Executive Officer: Michael Eicher, Senior Vice President, Advancement

Board Chair: Keith Monda

of Voting Board Members (# of Voting University Representatives): 41(5)

Consolidated in University Financials: Yes

Type of Audit: Audit

Description: The Ohio State University Foundation is the primary fund raising and gift receipt organization for The Ohio State University, operated exclusively for educational, charitable or scientific purposes, by supporting activities which benefit the University, consistent with the action and policies of the University Board of Trustees.

OSU Global Gateways, LLC

- OSU Global Gateways (Shanghai) Co., Ltd.
- OSU Global Gateways India, PLC
- OSU Global Gateways Brazil
- Ohio State Global One Health, Inc.

Senior University Oversight Official: Bruce McPheron, Executive Vice President & Provost

Chief Executive Officer: Bruce McPheron, Executive Vice President & Provost

Board Chair: NA

of Voting Board Members (# of Voting University Representatives): 4(4)

Consolidated in University Financials: Yes

Type of Audit: Audit

Description: The University is the sole member of the LLC. The primary purposes of the Gateways is to further the establishment of the University as a global educational institution. The LLC has formed separate subsidiaries with respect to each strategic region, including OSU Global Gateways (Shanghai) Co., Ltd., OSU Global Gateways India, PLC, the OSU Global Gateways Brazil and Ohio State Global One Health, Inc. (Ethiopia). To this end, the Gateway is engaged in the following activities: (1) alumni and student liaison; (2) facilitation of collaborations between OSU and local institutions or organizations; (3) facilitation of OSU faculty teaching and research collaborations; (4) investigation of development of specialized executive training programs consistent with local law; and (5) donor contact with interested alumni, friends, and corporations.

The Ohio State University Health Plan, Inc.

Senior University Oversight Official: David P. McQuaid, FACHE, CEO of the OSU Health System, COO, Wexner Medical Center

Chief Executive Officer/President: Kelly Hamilton, Chief Executive Officer, OSU Health Plan

Board Chair: Mark Larmore, Vice President and CFO, Wexner Medical Center

of Voting Board Members (# of Voting University Representatives): 7(6)

Consolidated in University Financials: Yes

Type of Audit: Audit

Description: The OSU Health Plan provides health and wellness services to the University faculty, staff and their dependents as well as administrative support to the Office of Human Resources for the self-insured health plan at the University. OSU Health Plan is developing an integrated health model that focuses on transforming health care by emphasizing preventive care. The plan complements the Wexner Medical Center's strategies. OSU Health Plan coordinates health promotion services with the Wexner Medical Center and Office of Human Resources to address poor health behaviors and reduce overall health care costs.

OSU/Mount Carmel Health Alliance

Senior University Oversight Official: David P. McQuaid, FACHE, CEO of the OSU Health System, COO, Wexner Medical Center

Chief Executive Officer: Sean McKibben, Mount Carmel

Board Chair: Sean McKibben, Mount Carmel

of Voting Board Members (# of Voting University Representatives): 6(3)

Consolidated in University Financials: No

Type of Audit: Not audited due to lack of financial activity.

Description: The university, on behalf of its hospital system, has a 50% ownership position in the affiliated entity, which has a 40% share in Madison County Community Hospital. The joint venture focuses on helping Madison County Community Hospital in its efforts to recruit physicians and to enhance services which are expected to increase its revenues.

Ohio State University Physicians, Inc. [and subsidiaries]

Senior University Oversight Official: David P. McQuaid, FACHE, CEO of the OSU Health System, COO, Wexner Medical Center

Chief Executive Officer/President: Arik Forrest, M.D.

Board Chair: NA

of Voting Board Members (# of Voting University Representatives): 33(ALL?)

Consolidated in University Financials: Yes

Type of Audit: Audit

Description: Ohio State University Physicians, Inc. (OSUP) is the University-approved faculty practice plan of The Ohio State University. Its primary purpose is to support all three mission areas of the University through its patient care activities. Formed in 2002, OSUP supports more than 950 faculty within the OSU Faculty Practice Group. OSUP provides billing, finance, human resources, compliance, managed care contracting and information systems services.

The Ohio State University Medical Center Service Board

Senior University Oversight Official: David P. McQuaid, FACHE, CEO of the OSU Health System, COO, Wexner Medical Center

Chief Executive Officer: Deborah Christopher

Board Chair: NA

of Voting Board Members (# of Voting University Representatives): 3(1)

Consolidated in University Financials: No

Type of Audit: Not audited due to lack of financial activity.

Description: The Service Board was founded in 1985 and exists solely to support the Ohio State University Wexner Medical Center and the Arthur G. James Cancer Hospital and the Richard J. Solove Research Institute. Their mission: to provide support for the patient care, education and research mission of the Wexner Medical Center and the James. To date, the Service Board has given more than \$1,000,000 back to the Medical Center. Membership is comprised of more than 200 community individuals who raise funds, volunteer and positively promote the Medical Center.

The Ohio State University Research Foundation

Senior University Oversight Official: Randolph Moses, Interim Senior Vice President, Research

Chief Executive Officer: Christine Hamble, Interim Director Office of Sponsored Programs

Board Chair: Randolph Moses, Interim, Senior Vice President, Research

of Voting Board Members (# of Voting University Representatives): 3(2)

Consolidated in University Financials: Yes

Type of Audit: A-133 Federal Audit and also incorporated into University Audit

Description: The Research Foundation's purpose is to facilitate the research enterprise at OSU by providing services and support that enable our PIs be maximally competitive in obtaining sponsored research awards and conducting the funded projects.

Oval, Ltd.

Senior University Oversight Official: David P. McQuaid, FACHE, CEO of the OSU Health System, COO, Wexner Medical Center

Chief Executive Officer: Lauri Andrews

Board Chair: NA

of Voting Board Members (# of Voting University Representatives): 5(4)

Consolidated in University Financials: Yes

Type of Audit: Audit

Description: Oval, Ltd. is the Wexner Medical Center's captive excess insurer and provides coverage for the medical malpractice liability of the Medical Center, including liability of hospital operations, physicians, patient liability and excess helipad and non-owned aviation risks. Funding for this captive insurer is based on annual independent actuarial projections and reinsurance premiums and funding is provided by the OSU Health System. Activities are consistent with the operation of a pure captive excess insurer. Oval, Ltd. does not accept risk or issue insurance policies from, or for, any other risk source.

Partners Achieving Community Transformation, Inc. (PACT)

Senior University Oversight Official: Christopher Culley, Senior Vice President and General Counsel

Chief Executive Officer/President: David A. Cofer, Jr., Executive Director

Board Chair: Fred Ransier, Partner, Vorys, Sater, Seymour and Pease, LLP

of Voting Board Members (# of Voting University Representatives): 9(2)

Consolidated in University Financials: No

Type of Audit: Audit

Description: Partners Achieving Community Transformation (PACT) is a partnership between The Ohio State University, Columbus Metropolitan Housing Authority, and the City of Columbus. The goal of PACT is to recreate a vibrant and thriving community in the Near East Side neighborhood of Columbus, Ohio, specifically areas within the 43203 and parts of the 43205 zip codes, through collaborative community programming and reinvestment in infrastructure within the PACT geography. In February of 2013, PACT was established as a non-profit, 501(c)(3) organization.

Reading Recovery and Early Literacy, Inc.

Senior University Oversight Official: Cheryl Achterberg, Dean, College of Education and Human Ecology

Chief Executive Officer: Cheryl Achterberg

Board President: Cheryl Achterberg

of Voting Board Members (# of Voting University Representatives): 5(4)

Consolidated in University Financials: Yes

Type of Audit: Part of University Audit

Description: The basic mission of Reading Recovery and Early Literacy (RREL), and its signature programs - Literacy Collaborative and KEEP BOOKS - is to increase K-6 literacy achievement by providing professional development to master level teachers. In addition, they create products (i.e., professional texts; children's books) that are marketed to educators.

Reading Recovery Council of North America, Inc.

Senior University Oversight Official: Cheryl Achterberg, Dean, College of Education and Human Ecology

Chief Executive Officer: Jady Johnson, Executive Director

Board President: Melinda Harmon, University of Kentucky

of Voting Board Members (# of Voting University Representatives): 27(2)

Consolidated in University Financials: No

Type of Audit: Audit

Description: The Reading Recovery Council of North America, Inc. (RRCNA) is a not-for-profit association of Reading Recovery professionals, advocates, and partners. The Council provides a network of opportunities for leadership and professional development. It is an advocate for Reading Recovery throughout North America. The Council's membership is open to anyone interested in Reading Recovery and early literacy. Members include Reading Recovery teachers, teacher leaders, site coordinators, university trainers, and partners who are classroom teachers, early literacy educators, Title 1 teachers, school principals and administrators, school board members, researchers, parents, and community members.

The Council has an elected Board of Directors with representatives of Reading Recovery teachers, teacher leaders, site coordinators, university trainers, and partners. The Board also includes designated representatives from the Canadian Institute of Reading Recovery and Descubriendo la Lectura (a program specifically for Spanish-speaking children). The Council provides a wide variety of programs and services, including publications, annual conferences, government relations, technical assistance, and special institutes. These activities strengthen the implementation of Reading Recovery and provide opportunities for Reading Recovery professionals to collaborate with early literacy advocates and other education professionals.

Science and Technology Campus Corporation (SciTech) and subsidiaries

- TCC Holdings

Senior University Oversight Official: Randolph Moses, Interim, Senior Vice President, Research

Chief Executive Officer/President: Keith Myers, Associate Vice President, Planning and Real Estate

Board Chair: Blake Thompson, Secretary, OSU BOT and VP of Government Affairs

of Voting Board Members (# of Voting University Representatives): 9(3)

Consolidated in University Financials: No

Type of Audit: Audit

Description: Science and Technology Campus Corporation (SciTech) is a not-for-profit corporation which began operations in 1998 and is the exclusive developer of the 53 acre SciTech Campus Research Park located on the West Campus of the University. In partnership with the University, City of Columbus, and the State of Ohio, its mission is to develop a science and technology campus at the University. SciTech provides space and research and development opportunities for new and existing high technology companies. The SciTech campus is home to Rev1 Ventures, TechColumbus, Honda Research Institute USA, Inc. and many Ohio State research and medical faculty.

Transportation Research Center, Inc.

Senior University Oversight Official: David B. Williams, Dean, College of Engineering

Chief Executive Officer: Brett Roubinek, President & CEO

Board Chair: David B. Williams, Dean, College of Engineering

of Voting Board Members (# of Voting University Representatives):7(4)

Consolidated in University Financials: Yes

Type of Audit: Audit

Description: Transportation Research Center Inc. (TRC) plays a unique role in the enduring corporate relationship that the University has with Honda of America Mfg., Inc. (HAM). TRC is a cornerstone to this academic/corporate relationship and operates under a procedure for reaffirming the relationship in a way that is to benefit both partners, the citizens of Ohio and the transportation industry.

TRC is a world-class facility located near East Liberty, Ohio. It was conceived by the University's College of Engineering and is now owned by HAM. TRC Inc., a non-profit Ohio corporation, has managed the Center as a multi-user facility through a management agreement with HAM since January 1988.

In managing HAM's world-class Center as a multi-user facility, TRC Inc. acquires and maintains numerous research and testing agreements with various sectors of the transportation industry. It is through these agreements that TRC helps the transportation industry create safer, improved products. In January of 2018, TRC entered into a Master Lease with Honda of America, Mfg. Inc. for the Transportation Research Center Premises. The Master Lease terminated the existing 2008 Management Agreement between the Parties.

University Development Strategies, Inc. (UDS)

Senior University Oversight Official: Jay Kasey, Senior Vice President, Administration and Planning

Chief Executive Officer/President: Keith Myers, Associate Vice President, Planning and Real Estate

Board Chair/President: None elected

of Voting Board Members (# of Voting University Representatives): 7(3)

Consolidated in University Financials: No

Type of Audit: Not audited due to limited financial activity.

Description: UDS was formed in 2013 as an Ohio not-for-profit corporation. The primary objective of University Development Strategies, Inc. is to promote the planning and development of the communities surrounding the University by providing planning and financial expertise and providing real world advice in a way that meets the needs of the University, faculty, staff, students, community members and business partners.

The Wexner Center Foundation

Senior University Oversight Official: Michael Eicher, Senior Vice President, Advancement

Chief Executive Officer: William Lambert

Board Chair: Leslie Wexner, Founder/Chairman/CEO, L Brands, Inc.

of Voting Board Members (# of Voting University Representatives): 24(4)

Consolidated in University Financials: No

Type of Audit: Audit

Description: The Wexner Center Foundation is an independent, private, non-profit University affiliate foundation created for the sole purpose of advancing the Wexner Center for the Art's (WCA) programmatic, fund raising and other interests. Although the University's Board of Trustees ultimately governs WCA, they have empowered the Wexner Center Foundation (WCF) to largely oversee and set policy for WCA.

The Foundation's primary role is that of a fiduciary and governing board. Specific responsibilities include raising funds for WCA programs; setting policy; providing oversight to major initiatives (e.g. building renovation, capital campaign, etc.) acting as ambassadors within the local, regional, and national communities and the University; facilitating partnerships between WCA and its multiple constituencies; and advising the University Board of Trustees on major initiatives for the center. Their purview includes strategic planning for WCA, as well as overall governance, financial planning, and broad institutional direction.



Applies to: Units, Board of Trustees, and current and prospective affiliated entities.

Responsible Office

Office of Legal Affairs

POLICY

Issued: 05/28/2008

Revised: 07/01/2017

Separate entities may be affiliated with The Ohio State University because of their missions or the services they provide in support of the university's mission. The university recognizes the value of affiliated entities and has an interest in their success. The university seeks to provide oversight for the efforts and activities of each affiliated entity, while still preserving their separateness.

Purpose of the Policy

To standardize the requirements for establishing and maintaining affiliated entity status and to clarify the role and responsibilities of university employees.

Definitions

Term	Definition
Affiliated entity	An organization that has: <ol style="list-style-type: none"> 1. A legal existence separate from the university; and 2. A mission in support of, or complementary to, the mission of the university; and 3. At least one of the following: <ol style="list-style-type: none"> A. Was created by the university, and/or B. Is controlled or strongly influenced by the university, and/or C. Receives significant financial support from the university, and/or D. Uses university resources, name, and/or marks. 4. Received Board of Trustee approval for affiliated entity status.
Reserve powers	Specific acts of the affiliated entity that must be authorized by: <ol style="list-style-type: none"> 1. A unanimous or super-majority vote of its governing board; or 2. The university representatives on the affiliated entity governing board to be effective.
Senior university oversight official	A university employee holding a position of a dean, vice president, or above, who is responsible for general university oversight of an affiliated entity, including appropriate reporting to the university president and/or Board of Trustees. Is to be appointed by a letter from the university president and must adhere to the expectations outlined in the letter.

Policy Details

I. Guiding Principles

- A. Each **affiliated entity** is expected to work cooperatively and collaboratively with the university including the **senior university oversight official** to fulfill all requirements under this policy.
- B. The creation and activities of each affiliated entity must promote, sponsor, or complement educational, scientific, research, charitable, health-care, or cultural activities for the benefit of the university.
- C. The university's relationship with each affiliated entity must be memorialized through a memorandum of agreement or equivalent agreement.
- D. Affiliated entities are monitored through a regular reporting process by the Board of Trustees.
- E. Each affiliated entity must:
 1. Use sound fiscal and accounting procedures;
 2. Manage its operations and affairs in a manner consistent with their own enabling documents and policies; and



Applies to: Units, Board of Trustees, and current and prospective affiliated entities.

3. Adhere to standards of ethics and integrity.
- II. Establishment of an Affiliated Entity
 - A. An affiliated entity may be established by the university, subject to review and approval by the Board of Trustees.
 - B. The Board of Trustees approval process differs depending on whether the entity is to be created by the university or is an existing entity.
 - C. In making its determination, the Board of Trustees will review the affiliated entity's purpose, organizational format, scope of activities, and associated risks. See Procedure I.
 - III. Affiliated Entity Oversight
 - A. The Board of Trustees exercises oversight over each affiliated entity through the following mechanisms:
 1. Establishment process,
 2. Memorandum of agreement or equivalent agreement,
 3. Governance requirements including but not limited to the designation of a senior university oversight official and annual audit or other financial review procedures,
 4. Reporting process, and
 5. Sunsetting provisions.
 - B. Affiliated entities are also overseen by their governing boards.
 - IV. Sunsetting Provisions
 - A. It is expected that some affiliated entities will have finite life spans. If it becomes evident during the establishment process that the affiliated entity will have a finite existence, then the affiliated entity governing board should consider inserting automatic sunsetting provisions into its governing documents.
 - B. During review, it may be determined that it is or will no longer be appropriate for an affiliated entity to continue its relationship with the university or to continue to exist as a separate entity. Such a determination will begin the sunsetting process. See Procedure V.

PROCEDURE

Issued: 05/28/2008

Revised: 07/01/2017

- I. University Establishment of an Affiliated Entity
 - A. Units considering the establishment of an affiliated entity, whether with a new entity or an existing entity that meets the first, second, and third components of the affiliated entity definition, must consult with the Offices of Legal Affairs (OLA) and Business & Finance (B&F) at the earliest stage of the planning process to ensure that all legal, financial, and policy requirements are fulfilled.
 - B. See Considerations for Creation of an Affiliated Entity for factors that should be addressed when proposing the creation of an affiliated entity.
 - C. The unit seeking to sponsor an affiliated entity must develop a detailed written proposal that includes:
 1. Goals and objectives of the affiliated entity.
 2. Organizational and governing board structure, which must clearly articulate university representation on its governing board and reserve powers. See Procedure II.
 3. Projected budget and business plan for at least five years.
 4. Thorough risk assessment that defines and classifies risks inherent to both the affiliated entity and the university, including all potential conflicts of interest. The risk assessment must include mitigation strategies and metrics designed to quantify risk throughout the life of the affiliated entity.
 5. Significant business terms for the memorandum of agreement defining the affiliated entity's relationship with the university. See Procedure III.
 6. Identification of the senior university oversight official.
 - D. The written proposal must be reviewed and approved by the sponsoring unit's vice president or dean, OLA, and B&F.



Applies to: Units, Board of Trustees, and current and prospective affiliated entities.

- E. Upon approval pursuant to I.D, the sponsoring unit’s vice president or dean, with the support of OLA and B&F, recommends creation of the affiliated entity for review and approval by President’s Cabinet.
- F. Upon approval pursuant to I.E, the sponsoring unit’s vice president or dean, with the support of OLA and B&F, recommends the proposal to the Board of Trustees. The Board of Trustees must review and approve the establishment of the affiliated entity.

II. Memorandum of Agreement

- A. Each affiliated entity must enter into a memorandum of agreement or equivalent agreement with the university addressing the relationship, expectations, and obligations of the parties.
- B. The memorandum of agreement or equivalent agreement must also address university services and financial contributions, use of university marks, and other support provided by the university, unless memorialized elsewhere in writing.

III. Affiliated Entity Governance

- A. The university must have representatives on each affiliated entity’s governing board.
 - 1. Each affiliated entity must provide for at least one university representative with full voting rights on its governing board. University representatives must be appointed by the university president or designated as an ex-officio in the governing documents of the affiliated entity.
 - 2. In addition to the other obligations and duties as a governing board member and as a university employee, the university representative must keep the senior university oversight official informed of the affiliated entity’s activities on a regular basis. This includes proactive reports as detailed in procedure IV.B.2.
 - 3. Prior to voting on any action that involves a **reserve power** or on any action that could pose significant risk to the university, the university representative must notify the senior university oversight official. Each senior university oversight official must keep the President’s Cabinet and OLA and B&F informed of such voting matters.
- B. The governing documents of an affiliated entity must contain reserve powers as agreed to in the memorandum of agreement or equivalent agreement between the affiliated entity and the university.
- C. Each affiliated entity must have an annual audit performed, or other financial review as approved by B&F.

IV. Reporting

- A. Each affiliated entity must provide reporting information to the university.
- B. Types of Reports
 - 1. Annual Reports – Each affiliated entity, through the senior university oversight official, must submit a report annually to OLA as outlined in the Affiliated Entity Annual Report. This report includes items related to governance, financials, operations, and other practices.
 - 2. Proactive Reports – Each affiliated entity, through the university representative(s), must report to the senior university oversight official as needed on all significant issues; for example, material business dealings, changes in governance structure, establishment of or material changes to a subsidiary, material litigation, and transactions with the university. Each senior university oversight official must then keep OLA and B&F informed of these reports.

V. Sunsetting

- A. Relationships with each affiliated entity will be reviewed in consultation between OLA and B&F, the senior university oversight official, and the sponsoring unit at least every five years to determine if it is appropriate to maintain or terminate affiliated entity status.
- B. When affiliated entity status is terminated, OLA will take appropriate steps to implement sunseting provisions, keeping President’s Cabinet and the Board of Trustees informed as necessary.

Responsibilities

Position or Office	Responsibilities
Affiliated entity	1. Use sound fiscal and accounting procedures (e.g., annual audit or B&F-approved financial review). 2. Manage in a manner consistent with their enabling documents and policies.



Applies to: Units, Board of Trustees, and current and prospective affiliated entities.

Position or Office	Responsibilities
	<ol style="list-style-type: none"> Adhere to standards of ethics and integrity. Enter into a memorandum of agreement or equivalent agreement with the university. Provide for at least one university representative with full voting rights on governing board. Contain reserve powers in governing documents as agreed to in the memorandum of agreement or equivalent agreement. Have an annual audit performed or other financial reviews approved by B&F. Submit annual and proactive reports as outlined in the procedure.
Board of Trustees	<ol style="list-style-type: none"> Review and approve establishment of affiliated entities considering purpose, organizational format, scope of activities, and associated risk. Exercise oversight through the means identified in the policy.
Office of Business and Finance (B&F)	<ol style="list-style-type: none"> Consult with sponsoring units and OLA to determine if affiliated entity status should be sought. Review and approve proposals for affiliated entities in collaboration with OLA and the sponsoring unit's dean/VP. Approve financial review procedures of the affiliated entity if not conducting an annual audit. Collaborate with the senior university oversight official, OLA, and the sponsoring unit to examine relationships with affiliated entities at least every five years to determine whether to maintain or terminate an affiliated entity's status.
Office of Legal Affairs (OLA)	<ol style="list-style-type: none"> Consult with sponsoring units and B&F to determine if affiliated entity status should be sought. Review and approve proposals for affiliated entities in collaboration with B&F and the sponsoring unit's dean/VP. Collaborate with the senior oversight official, B&F, and the sponsoring unit to examine relationships with affiliated entities at least every five years to determine whether to maintain or terminate an affiliated entity's status. Implement sunseting processes when affiliated entity status is terminated, keeping President's Cabinet informed.
University president	Appoint university representatives to affiliated entity governing boards.
President's Cabinet	Review and approve proposals for affiliated entities.
Senior university oversight official	<ol style="list-style-type: none"> Keep President's Cabinet, OLA, and B&F informed of voting matters as provided by the university representative. Provide annual reports to OLA and proactive reports from the university representative to OLA and B&F as needed. Collaborate with OLA, B&F, and the sponsoring unit to examine relationships with affiliated entities at least every five years to determine whether to maintain or to terminate an affiliated entity's status.
Sponsoring unit	<ol style="list-style-type: none"> Consult with OLA and B&F at the earliest stage if considering establishing an affiliated entity (new or existing entity). Develop a detailed written proposal for the affiliated entity as outlined in the procedure. Collaborate with the senior university oversight official, OLA, and B&F to examine relationships with affiliated entities at least every five years to determine whether to maintain or to terminate an affiliated entity's status.
Dean/VP of sponsoring unit	<ol style="list-style-type: none"> Review and approve written proposals for affiliated entities in collaboration with OLA and B&F; after approval, recommend creation of affiliated entity to President's Cabinet. Recommend the proposal to the Board of Trustees with the support of OLA and B&F.
University representatives	<ol style="list-style-type: none"> Meet obligations and duties as a governing board member and a university employee as set forth in his or her appointment from the university president or otherwise. Keep the senior university oversight official informed of activities (i.e., proactive reports) on a regular basis. Notify senior university oversight official prior to voting on actions that involve reserve powers or that could pose significant risk to the university.

Resources

Affiliated Entity Annual Report, <http://legal.osu.edu>

Considerations for Creation of an Affiliated Entity, <http://legal.osu.edu>



Applies to: Units, Board of Trustees, and current and prospective affiliated entities.

Contacts

Subject	Office	Telephone	E-mail/URL
Policy interpretation	Office of Legal Affairs	614-292-0611	legal.osu.edu

History

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